

Exhibit 3

Filed Under Seal

Message

From: [REDACTED]
Sent: 5/24/2018 8:49:52 PM
To: [REDACTED]
Subject: AAAACIPEHao-2rSKdspn_-c-2
Attachments: Untitled attachment 00013.dat; Untitled attachment 00016.dat;
Image_20180710_1122198598877683115962815.jpg

- [REDACTED] 2018-05-24T20:49:52.602Z

b) we have yet to see how this all works out across the ecosystem

- [REDACTED] 2018-05-24T20:49:57.292Z

our consent story is scrambled at best

- [REDACTED] 2018-05-24T20:50:04.280Z

so can we ATLEAST wait a week?

- [REDACTED] 2018-05-24T20:50:21.306Z

figured you would be a good sanity test against my grumpiness

- [REDACTED] 2018-05-24T20:50:26.187Z

and brad and emil's effervescence

- [REDACTED] 2018-05-24T20:51:53.143Z

I will+1

- [REDACTED] 2018-05-24T20:51:56.129Z

I have a meta q for you... :)

- [REDACTED] 2018-05-24T20:52:07.037Z

There are two behaviors here...

- [REDACTED] 2018-05-24T20:52:18.224Z

1. The effort that went into the project

- [REDACTED] 2018-05-24T20:52:28.744Z

2. The sending of congrats emails

- [REDACTED] 2018-05-24T20:52:31.189Z

I don't see the email btw

- [REDACTED] 2018-05-24T20:53:06.739Z

Which is more important for you to change, Aparna? I think your reaction/feedback to them depends on the behavior you want to shape more..

- [REDACTED] 2018-05-24T20:53:13.735Z

I'm conservative with announcements. So I'm with you A

- [REDACTED] 2018-05-24T20:53:27.404Z

Nothing like sending a congratulations and then feeling like idiots

- [REDACTED] 2018-05-24T20:53:49.550Z

It's a doc [REDACTED]

- [REDACTED] 2018-05-24T20:53:50.979Z

Lol, so true

- [REDACTED] 2018-05-24T20:53:55.384Z

Also who is it that can't wait one week to be acknowledgement

- [REDACTED] 2018-05-24T20:54:17.322Z

Ah okay. Should still get an email from docs

- [REDACTED] 2018-05-24T20:54:25.437Z

I want us to thank people for going out of their way

- [REDACTED] 2018-05-24T20:54:44.054Z

Just dm the doc link to me if you want faster ack

- [REDACTED] 2018-05-24T20:55:11.057Z

Ok then that's #2

- [REDACTED] 2018-05-24T20:55:34.240Z

I think that what you're doing well definitely reinforce that then.

- [REDACTED] 2018-05-24T20:55:41.593Z

But congratulations is reserved for landings

- [REDACTED] 2018-05-24T20:55:48.119Z

- [REDACTED]
- [REDACTED]
- [REDACTED] 2018-05-24T20:55:55.549Z

Only [REDACTED] click

- [REDACTED] 2018-05-24T20:56:00.274Z

Thanks

- [REDACTED] 2018-05-24T20:56:18.884Z

I yell at my team for beta announcement congrats

- [REDACTED] 2018-05-24T20:56:21.211Z

makes sense

- [REDACTED] 2018-05-24T20:56:27.377Z

Ya, good policy

- [REDACTED] 2018-05-24T20:56:30.575Z

If it's not a ga then shut up

- [REDACTED] 2018-05-24T20:56:42.862Z

I think internal team congrats is good for launch/beta stuff...

- [REDACTED] 2018-05-24T20:56:49.369Z

Don't go wide with it though

- [REDACTED] 2018-05-24T20:58:07.209Z

It's always wide

- [REDACTED] 2018-05-24T20:58:10.886Z

Goes to cisar

- [REDACTED] 2018-05-24T20:58:15.761Z

And I'm like dude no

- [REDACTED] 2018-05-24T20:58:25.170Z

Btw eisar directs is back in action

- [REDACTED] 2018-05-24T20:58:36.835Z

I asked eiaar to kick out hr and [REDACTED] and comms

- [REDACTED] 2018-05-24T20:58:41.231Z

So now it's just eng

- [REDACTED] 2018-05-24T20:58:48.037Z

And no viral [REDACTED] and [REDACTED]

- [REDACTED] 2018-05-24T21:00:55.002Z

Nice

- [REDACTED] 2018-05-24T21:01:02.765Z

For like two weeks?

- [REDACTED] 2018-05-24T21:01:05.010Z

:)

- [REDACTED] 2018-05-24T21:01:59.326Z

Haha no to weird people out by continuing to use it forevet

- [REDACTED] 2018-05-24T21:02:13.741Z

It's a good way to reach all the eng reports of [REDACTED]

- [REDACTED] 2018-05-24T21:02:22.316Z

I bet thaw will want to rename

- [REDACTED] 2018-05-24T21:02:30.057Z

I see it more as a social experiment

- [REDACTED] 2018-05-24T21:02:33.718Z

[REDACTED] [REDACTED]

- [REDACTED] 2018-05-24T21:02:38.899Z

You need to help me out

56309

- [REDACTED] 2018-05-24T21:02:56.291Z

Wish we could get you on [REDACTED] but then [REDACTED] will be insecure

- [REDACTED] 2018-05-24T21:03:46.861Z

Haha

- [REDACTED] 2018-05-24T21:03:49.709Z

Totally

- [REDACTED] 2018-05-24T21:04:03.797Z

I had to do perf 1:1's with him...

- [REDACTED] 2018-05-24T21:04:19.680Z

That was a fantastic contrast in styles

- [REDACTED] 2018-05-24T21:05:07.353Z

S: "I usually print a copy for the direct report and for myself. Do you do something like that?"

- [REDACTED] 2018-05-24T21:05:19.129Z

Hahaha

- [REDACTED] 2018-05-24T21:05:22.116Z

No way!!!

- [REDACTED] 2018-05-24T21:05:49.821Z

No [REDACTED] I don't do anything like that... :)

- [REDACTED] 2018-05-24T21:07:00.741Z

S: "Do you have your talk written out?"

- [REDACTED] 2018-05-24T21:07:32.243Z

Nope. I'm really more of a, "wing it with the laptop open" sort of guy"

- [REDACTED] 2018-05-24T21:09:47.867Z

BTW - I'm headed for "brunch" at the airport now...

- [REDACTED] 2018-05-24T21:09:54.039Z

Wow he would fail me totally

- [REDACTED] 2018-05-24T21:09:54.503Z

And be shocked at my perf convos

- [REDACTED] 2018-05-24T21:10:04.719Z

If you get up at 4am and eat at 8am it's brunch I think..?

- [REDACTED] 2018-05-24T21:10:25.130Z

Yes, totally

- [REDACTED] 2018-05-24T21:10:52.494Z

Half of my perf convos were way more touchy feely than he was comfortable with too... :)

- [REDACTED] 2018-05-24T21:11:07.138Z

So fancy

- [REDACTED] 2018-05-24T21:11:26.476Z

Touchy feely how?

- [REDACTED] 2018-05-24T21:11:33.547Z

I need to get better at that?

- [REDACTED] 2018-05-24T21:11:55.604Z

Sam asked for feedback on how to up his game

- [REDACTED] 2018-05-24T21:11:58.401Z

I need to get better at that.

- [REDACTED] 2018-05-24T21:13:02.878Z

I told him the biggest thing for him is that he's got a work/life balance and needs to treat that like the life-destroying force that it is...

- [REDACTED] 2018-05-24T21:13:19.508Z

Made a tough analogy to alcoholics, etc...

- [REDACTED] 2018-05-24T21:13:43.928Z

About how the hardest part about quitting is the lifestyle changes required...

- [REDACTED] 2018-05-24T21:14:01.750Z

The fact that you've measured yourself by these behaviors that have made you successful.

- [REDACTED] 2018-05-24T21:14:49.944Z

But his wife is really upset at his inability to disconnect... so he needs to fix it

- [REDACTED] 2018-05-24T21:15:03.743Z

Ok but is that touchy feely?

- [REDACTED] 2018-05-24T21:15:18.240Z

Oh wow

- [REDACTED] 2018-05-24T21:15:23.669Z

Just got the rest of your msg

- [REDACTED] 2018-05-24T21:15:25.682Z

Dang chats

- [REDACTED] 2018-05-24T21:15:30.725Z

Ok ya that is touchy feely

- [REDACTED] 2018-05-24T21:15:42.621Z

How do you know bout his wife being upset?

- [REDACTED] 2018-05-24T21:20:49.393Z

He's told me

- [REDACTED] 2018-05-24T21:20:54.073Z

She's told me

- [REDACTED] 2018-05-24T21:21:03.202Z

(she works at Google)

- [REDACTED] 2018-05-24T21:22:10.557Z

He told me, before this perf convo, that he was thinking of leaving the team simply because the added load from Subash was putting him over the edge

- [REDACTED] 2018-05-24T21:23:55.510Z

I told him that if he runs away from it, it'll just keep chasing him. [REDACTED] may not be helping, but the problem of his own time management & commitments are his to own [REDACTED]. So not to use that as an excuse... and he

has tons of support in current team/context... so that's the best place to make the hard changes. He'll get maximum benefit of the doubt at every turn.

- [REDACTED] 2018-05-24T21:25:14.707Z

I told E about this too, so he could offer even higher org level support. Still not sure it'll work, but I hope so.

- [REDACTED] 2018-05-24T21:25:43.666Z

Ya wonder how [REDACTED] handles that kind of stuff

- [REDACTED] 2018-05-24T21:25:59.033Z

With process

- [REDACTED] 2018-05-24T21:26:15.818Z

Joking, but not really

- [REDACTED] 2018-05-24T21:26:25.079Z

Yup

- [REDACTED] 2018-05-24T21:50:27.424Z

Btw [REDACTED] wants out from under [REDACTED]

- [REDACTED] 2018-05-24T21:50:30.803Z

I don't blame him

- [REDACTED] 2018-05-24T21:50:37.814Z

What is the plan there?

- [REDACTED] 2018-05-24T21:50:50.521Z

[REDACTED] can he report to you?

- [REDACTED] 2018-05-24T21:54:06.212Z

1. All of us can report to [REDACTED] 😊

- [REDACTED] 2018-05-24T21:54:36.429Z

Done

- [REDACTED] 2018-05-24T21:54:39.285Z

[REDACTED] take us

• [REDACTED] 2018-05-24T21:54:51.022Z

2. [REDACTED] ideally doesn't want to report to anyone

• [REDACTED] 2018-05-24T21:54:58.507Z

Hahah

• [REDACTED] 2018-05-24T21:56:56.036Z

[REDACTED] is 1. Very good 2. Has a big ego and 3. Likes power and control

• [REDACTED] 2018-05-24T21:57:24.114Z

Ya

• [REDACTED] 2018-05-24T21:57:25.388Z

True

• [REDACTED] 2018-05-24T21:57:39.872Z

The debate I often have with him is how must does 1 compensate for the other two

• [REDACTED] 2018-05-24T21:57:59.646Z

With [REDACTED] for example it's an easier decision because his two and three are either not there or very little

• [REDACTED] 2018-05-24T22:02:27.637Z

You have this debate *with him*? Funny

• [REDACTED] 2018-05-24T22:03:47.114Z

All the time 😊

• [REDACTED] 2018-05-24T22:03:49.379Z

Next time you have this conversation... can you please use the phrase "Your ego is writing checks your body can't cash."

• [REDACTED] 2018-05-24T22:04:25.128Z

Ideally with a top gun them song going on in the background...

• [REDACTED] 2018-05-24T22:05:21.496Z

Or how about "your have high cpms but your tac is high, making your net profitability low"

• [REDACTED] 2018-05-24T22:06:22.582Z

With a strong follow that he "does not clear the hurdle rate"

- [REDACTED] 2018-05-24T22:07:23.636Z

Now use flywheel in a sentence. Go

- [REDACTED] 2018-05-24T22:09:55.826Z

Haha.

- [REDACTED] 2018-05-24T22:10:36.021Z

Hahaha

- [REDACTED] 2018-05-24T22:12:47.170Z

I have a yubico security token for my personal accounts...

- [REDACTED] 2018-05-24T22:13:03.780Z

Just received a gdpr email from them... wtf?

- [REDACTED] 2018-05-24T22:13:54.041Z

Ah, I created an account to access their forums & download area...

- [REDACTED] 2018-05-24T22:14:05.241Z

Jesus this is out of control

- [REDACTED] 2018-05-24T22:14:15.462Z

This should not require gdpr updates

- [REDACTED] 2018-05-24T22:14:50.055Z

Has EU not noticed that the web is really stupid because of the cookie notifications thing?

- [REDACTED] 2018-05-24T22:15:21.727Z

Oh oh... I have a funny experience to share about recommendation systems...

- [REDACTED] 2018-05-24T22:15:31.409Z

From Google Play

- [REDACTED] 2018-05-24T22:15:36.285Z

Let me find it

- [REDACTED] 2018-05-24T22:15:53.509Z

-
- [REDACTED] 2018-05-24T22:16:11.474Z

They were recommending to me... As #1 and #2...

- [REDACTED] 2018-05-24T22:16:23.192Z

The subtle art of not giving a fuck

- [REDACTED] 2018-05-24T22:16:27.904Z

And...

- [REDACTED] 2018-05-24T22:16:36.011Z

How to win friends and influence people

- [REDACTED] 2018-05-24T22:16:51.164Z

Thought that was pretty awesome.

- [REDACTED] 2018-05-24T22:22:19.491Z

So many gdpr emails

- [REDACTED] 2018-05-24T22:22:28.828Z

Not I know how bad the information leakage is

- [REDACTED] 2018-05-24T22:53:23.076Z

Rebtye subtle art hahaha

- [REDACTED] 2018-05-24T22:53:28.983Z

Is this a real book

- [REDACTED] 2018-05-24T22:53:39.851Z

I feel like it's a paragraph at most

- [REDACTED] 2018-05-24T22:57:03.133Z

Is the awbid issue gdpr related?

- [REDACTED] 2018-05-24T22:59:39.439Z

dunno... I sent to [REDACTED] her comment was, "You have done fine w/o the subtlety" ... lol... don't know quite what to think of that... 😊

- [REDACTED] 2018-05-24T23:09:43.914Z

She's right

- [REDACTED] 2018-05-25T01:22:13.300Z

What? After an this planning for announcement [REDACTED] just sent something out today

- [REDACTED] 2018-05-25T03:27:46.009Z

Wtf

- [REDACTED] 2018-05-25T03:41:13.578Z

Sent her a stinker

- [REDACTED] 2018-05-25T03:41:15.795Z

Like wtf

- [REDACTED] 2018-05-25T03:41:33.748Z

It's not may 25 has not even gone by yetbin the eu

- [REDACTED] 2018-05-25T12:50:14.382Z

Ok decided to be happy today and ignore little vexations.

- [REDACTED] 2018-05-25T12:50:18.578Z

I am going for serene

- [REDACTED] 2018-05-25T13:42:12.688Z

Lawsuits have landed

- [REDACTED] 2018-05-25T13:42:16.920Z

Woohoo gdpr

- [REDACTED] 2018-05-25T13:47:55.908Z

😊

- [REDACTED] 2018-05-25T13:48:05.332Z

dont forget it is serene day

- [REDACTED] 2018-05-25T13:48:18.797Z

btw - do you have an email for your managers aparna

- [REDACTED] 2018-05-25T13:48:33.646Z

will be sending out [REDACTED] goodbye email - so wondering who to add from your side

• [REDACTED] 2018-05-25T13:53:36.664Z

people managers is [REDACTED]

• [REDACTED] 2018-05-25T13:53:41.531Z

my directs is [REDACTED]

• [REDACTED] 2018-05-25T13:53:48.262Z

where is she going btw?

• [REDACTED] 2018-05-25T13:54:54.509Z

Play

• [REDACTED] 2018-05-25T13:55:19.717Z

so the nice thing is that we get to keep working with her on AdMob side

• [REDACTED] 2018-05-25T13:55:53.710Z

thats true

• [REDACTED] 2018-05-25T13:55:57.428Z

some fake news https://www.theregister.co.uk/2018/05/24/google_gdpr_mobile_app_devs_choices/

o https://www.theregister.co.uk/2018/05/24/google_gdpr_mobile_app_devs_choices/

• [REDACTED] 2018-05-25T13:56:01.826Z

well fake ish

• [REDACTED] 2018-05-25T15:44:29.789Z

@Aparna Pappu why do we use colored bolded lines in gdpr updates? Reminds me of early days of Yahoo mail

• [REDACTED] 2018-05-25T15:44:56.129Z

i have muted that thread so I can stay serene

• [REDACTED] 2018-05-25T15:46:57.452Z

Can I respond to it and tag you explicitly and ask a question

• [REDACTED] 2018-05-25T15:47:13.210Z

I will ask you to add a preamble

• [REDACTED] 2018-05-25T15:47:15.985Z



• [REDACTED] 2018-05-25T15:48:40.297Z

curse

• [REDACTED] 2018-05-25T17:42:20.782Z

i finally met [REDACTED]

• [REDACTED] 2018-05-25T17:42:29.435Z

she is in the war room here

• [REDACTED] 2018-05-25T17:42:32.654Z

now i get the fonts

• [REDACTED] 2018-05-25T18:28:37.825Z

[REDACTED] upset about the launch email being an issue

• [REDACTED] 2018-05-25T18:28:40.504Z

i give up

• [REDACTED] 2018-05-25T18:28:47.311Z

i literally do not care about this anymore

• [REDACTED] 2018-05-25T18:31:43.967Z

See this is where my apathy comes handy

• [REDACTED] 2018-05-25T18:32:37.653Z

I tell everyone announcement emails are useless and if you care about this then your arc doing it wrong

• [REDACTED] 2018-05-29T13:57:02.920Z

good morning ABCs

• [REDACTED] 2018-05-29T13:57:14.939Z

Morning!

• [REDACTED] 2018-05-29T13:57:21.539Z

you back in the USA [REDACTED]

- [REDACTED] 2018-05-29T13:57:29.430Z

Yes!!

- [REDACTED] 2018-05-29T13:57:35.332Z

excellent

- [REDACTED] 2018-05-29T13:57:44.999Z

Good to have the weekend to recover

- [REDACTED] 2018-05-29T13:57:46.638Z

i hope bbqs were had to commemorate memorial day

- [REDACTED] 2018-05-29T13:58:19.223Z

am all caught up on The Expanse. Relieved to hear bezos has bought the rights because SyFy did not renew. Now I can relax for the next year or two.

- [REDACTED] 2018-05-29T13:58:20.464Z

Yes, it was excellent, thanks. Neighbor invited us over, water balloons, etc. Good times. You?

- [REDACTED] 2018-05-29T13:58:43.627Z

Haha, good to hear

- [REDACTED] 2018-05-29T14:00:17.058Z

We had family leaving plus my 40th party + lots of children's birthday parties ... So very busy but fun

- [REDACTED] 2018-05-29T14:01:03.319Z

Great

- [REDACTED] 2018-05-29T14:01:16.071Z

I find children's birthday parties to be anything but fun - now we are at the age of full drop off

- [REDACTED] 2018-05-29T14:02:02.742Z

You don't like any of the parents? I can do stuff with them for a couple hours without too much difficulty...

- [REDACTED] 2018-05-29T14:02:07.719Z

The highlight of this pay was that my parents met me the first time

- [REDACTED] 2018-05-29T14:02:11.039Z

but the kids are there too no?

- [REDACTED] 2018-05-29T14:02:18.207Z

other people's kids are dodgy

- [REDACTED] 2018-05-29T14:02:58.565Z

Also [REDACTED] was the only biig invited in a group of 9

- [REDACTED] 2018-05-29T14:03:13.906Z

So nice place to break gender stereotypes

- [REDACTED] 2018-05-29T14:03:19.414Z

I liked that

- [REDACTED] 2018-05-29T14:04:10.274Z

nice

- [REDACTED] 2018-05-29T14:04:15.472Z

Like there was bird house painting activity and he did it with glitter which was very cool imho

- [REDACTED] 2018-05-29T14:04:25.196Z

ooh i'd like to do that

- [REDACTED] 2018-05-29T14:05:15.211Z

i bet [REDACTED]'s parties are amazing given [REDACTED] craftiness

- [REDACTED] 2018-05-29T14:05:24.105Z

Btw just learned last week that [REDACTED] is classmates with [REDACTED] son

- [REDACTED] 2018-05-29T14:05:43.061Z

who is [REDACTED]

- [REDACTED] 2018-05-29T14:06:02.717Z

Ha

- [REDACTED] 2018-05-29T14:06:14.407Z

was in [REDACTED] (now [REDACTED] team)

- [REDACTED] 2018-05-29T14:06:40.702Z

so on Father's Day celebration last week they had a puzzle competition and a bunch of Google dad's decided to team up

- [REDACTED] 2018-05-29T14:06:45.770Z

and we did quite badly

- [REDACTED] 2018-05-29T14:06:54.973Z

No our parties are super "boring" but low stress and fun for the kids...

- [REDACTED] 2018-05-29T14:07:03.298Z

we came 3rd out of 4 teams

- [REDACTED] 2018-05-29T14:07:24.969Z

Like we played pin the tail on the donkey, a couple art projects, tag... super simple :)

- [REDACTED] 2018-05-29T14:07:27.684Z

very encouraging when your 4-5 year olds are cheering "dont come last daddy"

- [REDACTED] 2018-05-29T14:07:46.551Z

thats more complex than i can handle chris

- [REDACTED] 2018-05-29T14:07:51.025Z

i take the kids to the park and they play

- [REDACTED] 2018-05-29T14:07:56.889Z

The kids all loved it though, so why do more?

- [REDACTED] 2018-05-29T14:08:17.532Z

thats what i realized abt Pump It Up - a location i constantly rebuke

- [REDACTED] 2018-05-29T14:08:18.139Z

Ya, we did this at her school... :)

- [REDACTED] 2018-05-29T14:08:43.769Z

[REDACTED] used to throw these elaborate parties and then we realized that kids like Pump It Up (or even Chuck E Cheese) a lot more

- [REDACTED] 2018-05-29T14:08:44.204Z

Haha [REDACTED] That's funny

- [REDACTED] 2018-05-29T14:09:00.695Z
my kids will hate me when they realize this is an option
- [REDACTED] 2018-05-29T14:09:10.657Z
i've told them these places are cesspools of humanity so they can never go
- [REDACTED] 2018-05-29T14:09:13.377Z
even if they ar einvited
- [REDACTED] 2018-05-29T14:09:18.055Z
Right. [REDACTED] hates that place too. I think it's totally fine
- [REDACTED] 2018-05-29T14:09:21.653Z
i have a business idea which is pump it up for adults with alcohol support
- [REDACTED] 2018-05-29T14:09:28.581Z
thats my retirement plan
- [REDACTED] 2018-05-29T14:09:58.033Z
Pump It Up is the ultimate in impersonal commoditized and streamlined celebration
- [REDACTED] 2018-05-29T14:10:11.386Z
i used to joke that there is no personal touch to it whatsoever
- [REDACTED] 2018-05-29T14:10:33.572Z
i am more grossed out by it
- [REDACTED] 2018-05-29T14:10:38.495Z
how often do they clean all those balls
- [REDACTED] 2018-05-29T14:11:02.722Z
and then a few months back we went for someone's party - entered the wrong room - still had a few known faces and hung out there for 10 minutes before everyone awkwardly realizing that we were in the wrong place
- [REDACTED] 2018-05-29T14:11:31.002Z
hahah hilarious
- [REDACTED] 2018-05-29T14:11:51.873Z

Haha

- [REDACTED] 2018-05-29T14:11:55.882Z

That is funny

- [REDACTED] 2018-05-29T14:12:09.867Z

i feel like you know everyone in the bay area [REDACTED]

- [REDACTED] 2018-05-29T14:12:11.658Z

the party i went to yesterday had 2 nice touches - (1) ice cream truck for the kids - they LOVED it and (2) dosa chef that Indian adults drooled over

- [REDACTED] 2018-05-29T14:12:26.839Z

also nice is your favourite adjective

- [REDACTED] 2018-05-29T14:12:41.212Z

dosa chef would be enough for me. sold.

- [REDACTED] 2018-05-29T14:12:46.921Z

i do say nice a lot 😊

- [REDACTED] 2018-05-29T14:12:56.614Z

talking abt things i say a lot without realizing

- [REDACTED] 2018-05-29T14:13:11.464Z

very Indian thing but I say "first class" a lot at home

- [REDACTED] 2018-05-29T14:13:24.957Z

and did not realize that the kids have no idea (very Indian thing)

- [REDACTED] 2018-05-29T14:14:19.652Z

so Aparna i was not aware of this dosa magic called Andhra spicy dosa

- [REDACTED] 2018-05-29T14:14:27.461Z

hmm describe it?

- [REDACTED] 2018-05-29T14:14:29.644Z

it may be fake

- [REDACTED] 2018-05-29T14:14:32.519Z
where they put a chili paste layer on the dosa
- [REDACTED] 2018-05-29T14:14:39.323Z
its like pickled dosa
- [REDACTED] 2018-05-29T14:14:40.702Z
ah ok more of a karnataka thing
- [REDACTED] 2018-05-29T14:14:54.446Z
but they specifically called it Andhra dosa
- [REDACTED] 2018-05-29T14:14:57.729Z
hmm
- [REDACTED] 2018-05-29T14:15:08.367Z
ah ok karam powder
- [REDACTED] 2018-05-29T14:15:12.419Z
ya good stuff
- [REDACTED] 2018-05-29T14:15:20.013Z
not something we do at home
- [REDACTED] 2018-05-29T14:15:22.747Z
different tribe
- [REDACTED] 2018-05-29T14:15:28.711Z
haha
- [REDACTED] 2018-05-29T14:17:00.271Z
anyway time to get ready
- [REDACTED] 2018-05-29T14:17:15.157Z
any fun gossip brewing post gdpr?
- [REDACTED] 2018-05-29T14:17:38.285Z
not that i know of

- [REDACTED] 2018-05-29T14:18:30.337Z

I'm drowning in gdpr emails, yikes

- [REDACTED] 2018-05-29T15:50:36.723Z

so apparently cisar blew up at people and cleared his cal for the last 2 weeks

- [REDACTED] 2018-05-29T15:50:41.546Z

and he and [REDACTED] no longer speak

- [REDACTED] 2018-05-29T15:50:58.718Z

who is [REDACTED]?

- [REDACTED] 2018-05-29T15:51:24.643Z

I get his position on her and agree, but I don't know why it is so personal for him.

- [REDACTED] 2018-05-29T15:51:55.685Z

[REDACTED]

- [REDACTED] 2018-05-29T15:52:09.635Z

Now if she is the reason we are losing every freaking HRBP, that's bad.

- [REDACTED] 2018-05-29T15:52:13.215Z

Just lost [REDACTED]

- [REDACTED] 2018-05-29T15:52:22.138Z

really?

- [REDACTED] 2018-05-29T15:52:23.630Z

wow

- [REDACTED] 2018-05-29T15:52:26.820Z

where did she go?

- [REDACTED] 2018-05-29T15:52:43.179Z

But I don't know whether the continued mass attrition is her fault.

- [REDACTED] 2018-05-29T15:53:20.730Z

I forget where [REDACTED] is going.

- [REDACTED] 2018-05-29T15:53:28.192Z

I probably assumed you poached her 😊

- [REDACTED] 2018-05-29T15:53:39.060Z

lol

- [REDACTED] 2018-05-29T15:53:48.509Z

makes sense

- [REDACTED] 2018-05-29T15:53:55.892Z

Oh thank god.

- [REDACTED] 2018-05-29T15:54:05.261Z

This new gmail UI has an option to go back to the old one.

- [REDACTED] 2018-05-29T15:54:31.626Z

In what seems to be a supported / part-of-the-new-thing way.

- [REDACTED] 2018-05-29T15:54:33.039Z

oh, what don't you like about the new one? i think it's net positive for sure, just a bit slow for me

- [REDACTED] 2018-05-29T15:54:51.644Z

Setting -> Display Density -> Compact

- [REDACTED] 2018-05-29T15:55:03.164Z

oh ya, definitely need compact

- [REDACTED] 2018-05-29T15:55:03.677Z

The trend to low density UIs is killing me.

- [REDACTED] 2018-05-29T15:55:32.005Z

got it, i think they asked me when i first got the new ux which treatment I wanted... and chose compact.

- [REDACTED] 2018-05-29T15:56:59.256Z

re: [REDACTED]

- [REDACTED] 2018-05-29T15:57:01.415Z

what is that?

- [REDACTED] 2018-05-29T15:57:53.614Z
nm - apparently everyone in HR is in that cost center
- [REDACTED] 2018-05-29T15:59:06.264Z
ya def compact
- [REDACTED] 2018-05-29T15:59:13.328Z
i asked [REDACTED] she said [REDACTED] is good but new to HR
- [REDACTED] 2018-05-29T15:59:17.033Z
she is from POPs but not HR
- [REDACTED] 2018-05-29T15:59:21.420Z
[REDACTED] is the last man standing
- [REDACTED] 2018-05-29T15:59:22.936Z
[REDACTED]
- [REDACTED] 2018-05-29T15:59:27.033Z
she literally supports everyone
- [REDACTED] 2018-05-29T15:59:31.702Z
and is the nicest human
- [REDACTED] 2018-05-29T15:59:40.391Z
and even she cant wait to dump [REDACTED]
- [REDACTED] 2018-05-29T15:59:50.985Z
haha
- [REDACTED] 2018-05-29T15:59:54.866Z
great close
- [REDACTED] 2018-05-29T16:00:12.107Z
no idea who eisar blew up
- [REDACTED] 2018-05-29T16:00:12.936Z
I'm with [REDACTED] until [REDACTED] comes back.

- [REDACTED] 2018-05-29T16:00:24.701Z
[REDACTED]
- [REDACTED] 2018-05-29T16:00:28.787Z
Eisar I mean.
- [REDACTED] 2018-05-29T16:00:38.761Z
oh? why is that?
- [REDACTED] 2018-05-29T16:00:44.108Z
isn't that kind of "up to him?"
- [REDACTED] 2018-05-29T16:00:44.618Z
Not smart enough.
- [REDACTED] 2018-05-29T16:00:51.826Z
oh, i see
- [REDACTED] 2018-05-29T16:00:56.553Z
then why not get rid of her?
- [REDACTED] 2018-05-29T16:01:08.467Z
hates [REDACTED] for sure
- [REDACTED] 2018-05-29T16:01:10.787Z
She was too knew.
- [REDACTED] 2018-05-29T16:01:13.927Z
Sorry new.
- [REDACTED] 2018-05-29T16:01:14.583Z
and he said he was the one who hired her
- [REDACTED] 2018-05-29T16:01:23.488Z
he said IQ issues for both of them
- [REDACTED] 2018-05-29T16:01:26.589Z
i dont know if this is true or not

- [REDACTED] 2018-05-29T16:01:33.776Z

i have little overlap with these two characters

- [REDACTED] 2018-05-29T16:01:35.250Z

And he had no power to change the team by the time he had his bit flipped on her.

- [REDACTED] 2018-05-29T16:01:38.491Z

how much of this is wounded tiger

- [REDACTED] 2018-05-29T16:01:44.833Z

For sure, [REDACTED] is way sharper.

- [REDACTED] 2018-05-29T16:01:45.060Z

versus truths

- [REDACTED] 2018-05-29T16:02:10.146Z

+1, [REDACTED] is very sharp

- [REDACTED] 2018-05-29T16:02:10.286Z

[REDACTED] is frustrated

- [REDACTED] 2018-05-29T16:02:13.438Z

But she's not "senior" enough, I guess, based on some yardstick.

- [REDACTED] 2018-05-29T16:02:53.400Z

and shes [REDACTED]

- [REDACTED] 2018-05-29T16:03:02.938Z

she does lack courage to rock the boat... she has been in a "support" role too long...

- [REDACTED] 2018-05-29T16:03:07.231Z

If feel like if it had been eng, Eisar et al would have bet on [REDACTED] rather than hire external.

- [REDACTED] 2018-05-29T16:03:32.578Z

[REDACTED] and I had a meeting w/ her that was super sad...

- [REDACTED] 2018-05-29T16:03:34.569Z

I don't think we knew then she was moving.

- [REDACTED] 2018-05-29T16:03:42.969Z
Yeah, [REDACTED] that's fair.
- [REDACTED] 2018-05-29T16:03:49.529Z
they were trying to beat us up over opex for some reason...
- [REDACTED] 2018-05-29T16:04:01.943Z
Anyway, it was super indirect, and the totals involved were like [REDACTED]
- [REDACTED] 2018-05-29T16:04:21.115Z
OpEx is a place were "Agree and don't commit" is OK 😊
- [REDACTED] 2018-05-29T16:04:28.176Z
Just say "sure" and overspend.
- [REDACTED] 2018-05-29T16:05:31.721Z
We were livid..
- [REDACTED] 2018-05-29T16:05:47.290Z
... not my proudest moment, but it definitely spoke to my frustration.
- [REDACTED] 2018-05-29T16:06:18.292Z
I finally just said, "If you need more money, go get it from thaw"
- [REDACTED] 2018-05-29T16:06:21.981Z
In other news, I realized last week Search Ads is even more f'd up than I had known.
- [REDACTED] 2018-05-29T16:06:32.043Z
IIRC his budget was like [REDACTED] everyone elses...
- [REDACTED] 2018-05-29T16:06:39.724Z
Pure Vegas: They are losing *another* VP.
- [REDACTED] 2018-05-29T16:06:44.506Z
in what way, [REDACTED]?
- [REDACTED] 2018-05-29T16:06:53.942Z
oh, they have vp's to burn over there... that doesn't sound so bad...

- [REDACTED] 2018-05-29T16:07:08.980Z
Even more people hate working for [REDACTED] than I realized.
- [REDACTED] 2018-05-29T16:07:23.729Z
I don't know how they have molified [REDACTED] so long.
- [REDACTED] 2018-05-29T16:07:32.517Z
Do they have VPs to spare?
- [REDACTED] 2018-05-29T16:07:33.075Z
w/ promise of vp 😊
- [REDACTED] 2018-05-29T16:07:50.748Z
He's been VP for over 6 months now.
- [REDACTED] 2018-05-29T16:08:02.222Z
ya, don't know why he's still there... guilt, maybe?
- [REDACTED] 2018-05-29T16:08:33.353Z
or now he believes he can build the future of ads in UCC behind the single UI to rule them all? what a piece of crap those two projects are... sigh.
- [REDACTED] 2018-05-29T16:09:11.343Z
So apparently they hare 4/13 of the last 13 product VPs still in Ads.
- [REDACTED] 2018-05-29T16:09:51.215Z
what's a "product VP?" a PM?
- [REDACTED] 2018-05-29T16:09:54.066Z
or eng/pm?
- [REDACTED] 2018-05-29T16:09:55.670Z
Yeah.
- [REDACTED] 2018-05-29T16:09:58.673Z
PM.
- [REDACTED] 2018-05-29T16:10:03.373Z

But eng is not so great either.

- [REDACTED] 2018-05-29T16:10:04.724Z

oh, ok... well that makes sense.

- [REDACTED] 2018-05-29T16:10:18.480Z

they have major disdain for PMs in search ads

- [REDACTED] 2018-05-29T16:10:20.051Z

In the last year losing [REDACTED] who else?

- [REDACTED] 2018-05-29T16:10:29.170Z

Their top guy is a PM.

- [REDACTED] 2018-05-29T16:10:39.149Z

which?

- [REDACTED] 2018-05-29T16:10:43.904Z

- [REDACTED] 2018-05-29T16:10:52.421Z

The guy who runs search ads 😊

- [REDACTED] 2018-05-29T16:10:52.504Z

is that their top guy? 😊

- [REDACTED] 2018-05-29T16:11:25.233Z

Well he can overrule anyone but [REDACTED] and [REDACTED] usually gives him free reign.

- [REDACTED] 2018-05-29T16:11:26.100Z

i would argue it is still [REDACTED] just gets to stay at the house while he's away to make sure the kids don't break into the liquor cabinet

- [REDACTED] 2018-05-29T16:11:28.493Z

So yes.

- [REDACTED] 2018-05-29T16:12:03.988Z

free reign to do the obvious.

- [REDACTED] 2018-05-29T16:12:52.818Z

I also learned that the clear [REDACTED] bias to people from IIT Madras is widely seen as a pain point in Search Ads.

- [REDACTED] 2018-05-29T16:12:57.808Z

Especially [REDACTED]

- [REDACTED] 2018-05-29T16:13:31.743Z

but he's stopped pretending he cares about this, right?

- [REDACTED] 2018-05-29T16:13:59.522Z

Wasn't [REDACTED] the kind of final, "whatever" he has given his PA about D&I?

- [REDACTED] 2018-05-29T16:14:21.944Z

[REDACTED] is scary that he will have that magic dust. But [REDACTED] is a disaster.

- [REDACTED] 2018-05-29T16:14:37.287Z

Now that he outlived Eisar, he is [REDACTED] clear bet on all things eng.

- [REDACTED] 2018-05-29T16:15:01.124Z

At our 1-1 last week, I did not mention [REDACTED], but [REDACTED] out of the blue tried to sell me on him.

- [REDACTED] 2018-05-29T16:15:12.964Z

ha

- [REDACTED] 2018-05-29T16:15:23.638Z

I bet he wants you to take a search ads job... 😊

- [REDACTED] 2018-05-29T16:15:57.115Z

consider it flattery and move on 😊

- [REDACTED] 2018-05-29T16:15:59.809Z

"I'm going to miss Eisar because he was really good at objectivity and non-territoriality." "Well be fair to [REDACTED] he advocated for A1 even though he would 'lose' a team"

- [REDACTED] 2018-05-29T16:16:05.448Z

mind boggles

- [REDACTED] 2018-05-29T16:16:33.330Z

I'm going to love [REDACTED] because... A1. Right, checks out.

• [REDACTED] 2018-05-29T16:16:44.832Z

lol

• [REDACTED] 2018-05-29T16:17:24.668Z

i got a similar speech about how "mature" [REDACTED] were about "giving up apps" ...

• [REDACTED] 2018-05-29T16:17:57.073Z

Ok wait which VP is search losing?

• [REDACTED] 2018-05-29T16:18:09.123Z

I actually explained the apps deal to [REDACTED]

• [REDACTED] 2018-05-29T16:18:31.151Z

what aspect of it?

• [REDACTED] 2018-05-29T16:18:31.198Z

[REDACTED] hatred of [REDACTED] pretty open

• [REDACTED] 2018-05-29T16:19:10.451Z

very few like [REDACTED].. but [REDACTED] is one of the few, so ... winner-winner for him.

• [REDACTED] 2018-05-29T16:19:30.148Z

"You realize that just like Audience, Apps was an area where Display had momentum for 5+ *years*. Search starts a team, then 'someone' escalates that we have too many teams working this."

• [REDACTED] 2018-05-29T16:19:41.984Z

He honeslty did not seem to have thought of that.

• [REDACTED] 2018-05-29T16:19:50.664Z

To his credit or the opposite. Maybe both.

• [REDACTED] 2018-05-29T16:20:26.583Z

I suspect [REDACTED] can be moved to gpi

• [REDACTED] 2018-05-29T16:20:30.854Z

Better fit thete

- [REDACTED] 2018-05-29T16:20:31.048Z

"For A1, did you ever consider asking [REDACTED] to build RLSA instead of starting a search Audience team in the first place?" No answer on that.

- [REDACTED] 2018-05-29T16:20:38.194Z

totally belongs in gpi... no idea why that's taking so long!

- [REDACTED] 2018-05-29T16:20:46.519Z

Who in GPI would report to [REDACTED]?

- [REDACTED] 2018-05-29T16:21:02.431Z

same can be said for ads... whitiness exodus...

- [REDACTED] 2018-05-29T16:21:43.007Z

But his reports in Ads don't have stroke with Sundar. The GPI leads do.

- [REDACTED] 2018-05-29T16:21:54.641Z

So [REDACTED] is not going anywhere

- [REDACTED] 2018-05-29T16:22:21.077Z

oh, I see

- [REDACTED] 2018-05-29T16:22:28.669Z

[REDACTED] Hah.

- [REDACTED] 2018-05-29T16:22:31.399Z

Maybe [REDACTED] But then what is [REDACTED]'s job?

- [REDACTED] 2018-05-29T16:22:41.537Z

[REDACTED] appreciates by the loyalty and the fact that [REDACTED] has a reputation of getting difficult projects done

- [REDACTED] 2018-05-29T16:23:21.769Z

The fact that he is not that well liked almost works to his advantage

- [REDACTED] 2018-05-29T16:23:27.022Z

Yeah, I suspect [REDACTED] will bet on [REDACTED] over all of us in the long run.

- [REDACTED] 2018-05-29T16:24:18.025Z

It is seen as someone who does difficult things without trying to win a popularity contest

- [REDACTED] 2018-05-29T16:24:42.549Z

Might not be the case but is a good reputation to have

- [REDACTED] 2018-05-29T16:24:51.868Z

We'll he's nailed at least half that value prop.

- [REDACTED] 2018-05-29T16:24:56.629Z

no way is [REDACTED] getting layered

- [REDACTED] 2018-05-29T16:25:01.201Z

thats a sundar level deal

- [REDACTED] 2018-05-29T16:25:06.575Z

That's what I am say.

- [REDACTED] 2018-05-29T16:25:18.502Z

GPI is not an option even if [REDACTED] were interetested.

- [REDACTED] 2018-05-29T16:25:19.237Z

ok so who is leaving?

- [REDACTED] 2018-05-29T16:25:30.618Z

lol

- [REDACTED] 2018-05-29T16:25:33.167Z

Well there are two useful VPs there. It's one of them.

- [REDACTED] 2018-05-29T16:25:37.402Z

aparna is running out of patience... ☺

- [REDACTED] 2018-05-29T16:25:38.624Z

[REDACTED]

- [REDACTED] 2018-05-29T16:25:46.154Z

And the conversation so far indicates "not [REDACTED]".

- [REDACTED] 2018-05-29T16:25:56.117Z

So, yes, by process of elimination, [REDACTED]

- [REDACTED] 2018-05-29T16:26:04.275Z

Serious Vegas. Don't even tell [REDACTED]

- [REDACTED] 2018-05-29T16:26:33.415Z

[REDACTED]

- [REDACTED] 2018-05-29T16:26:34.834Z

dude

- [REDACTED] 2018-05-29T16:26:41.555Z

this is all vegas

- [REDACTED] 2018-05-29T16:26:44.763Z

[REDACTED] is not even utter level vegas rule violation... telling [REDACTED] is just cheaper than putting it on a billboard

- [REDACTED] 2018-05-29T16:26:47.600Z

omg you guys scare me everytime you say real vegas

- [REDACTED] 2018-05-29T16:26:49.172Z

serious vegas

- [REDACTED] 2018-05-29T16:26:50.765Z

but roughly the same reach

- [REDACTED] 2018-05-29T16:27:07.804Z

this is always total and utter vegas [REDACTED]

- [REDACTED] 2018-05-29T16:27:11.188Z

dont go all [REDACTED] on me

- [REDACTED] 2018-05-29T16:27:14.066Z

+1

- [REDACTED] 2018-05-29T16:27:22.656Z

I thought [REDACTED] was really good

- [REDACTED] 2018-05-29T16:27:26.136Z

So the dream team of search VPs is now: [REDACTED] Anyone else?

- [REDACTED] 2018-05-29T16:27:32.578Z

i thught they'd offer him the YT gig to keep him

- [REDACTED] 2018-05-29T16:27:40.452Z

that's a good rule of thumb... treat all content here like a joke from [REDACTED]

- [REDACTED] 2018-05-29T16:27:45.686Z

do not repeat it, ever, to anyone.

- [REDACTED] 2018-05-29T16:27:51.508Z

Apama - sorry I am just gunshy after people quoted my calibration comments to the person being discussed.

- [REDACTED] 2018-05-29T16:27:57.291Z

"People" being [REDACTED]

- [REDACTED] 2018-05-29T16:28:03.363Z

WHAT ??? THAT WAS NOT VEGAS

- [REDACTED] 2018-05-29T16:28:08.984Z

THAT WAS IN THE ABP CALIBRATION ROOM

- [REDACTED] 2018-05-29T16:28:12.135Z

EVERYONE HEARD IT

- [REDACTED] 2018-05-29T16:28:16.467Z

☺

- [REDACTED] 2018-05-29T16:28:21.948Z

lol

- [REDACTED] 2018-05-29T16:28:24.066Z

oh

- [REDACTED] 2018-05-29T16:28:29.538Z

i thought you meant travels well with [REDACTED] comment

- [REDACTED] 2018-05-29T16:28:48.747Z

I'm talking about my feedback for [REDACTED]

- [REDACTED] 2018-05-29T16:28:51.615Z

Now I rarely say, this, but consider decaf ☺

- [REDACTED] 2018-05-29T16:28:57.900Z

hahaha

- [REDACTED] 2018-05-29T16:28:58.938Z

hahaha ok ok

- [REDACTED] 2018-05-29T16:29:01.649Z

have had 3 already

- [REDACTED] 2018-05-29T16:29:06.225Z

re [REDACTED] good lord

- [REDACTED] 2018-05-29T16:29:13.624Z

i gave f/b for him once in calibration

- [REDACTED] 2018-05-29T16:29:17.483Z

when [REDACTED] was still around

- [REDACTED] 2018-05-29T16:29:24.287Z

mmh was like oh you dont see the whole thing

- [REDACTED] 2018-05-29T16:29:46.853Z

I had already stated that I would continue to give direct feedback.

- [REDACTED] 2018-05-29T16:30:18.042Z

also [REDACTED] appropriately named for what he did to you

- [REDACTED] 2018-05-29T16:30:22.798Z

But out of the blue he emails me for more context on my calibration session feedback for him. Fuck you so much [REDACTED]

- [REDACTED] 2018-05-29T16:30:33.055Z

eisar's done the same to me

- [REDACTED] 2018-05-29T16:30:37.644Z

- [REDACTED] 2018-05-29T16:31:01.120Z

ok back to gossip

- [REDACTED] 2018-05-29T16:31:07.828Z

Not cool at all. Hope you gave him one of your famous "Aparna beats down Eisar" feedback sessions.

- [REDACTED] 2018-05-29T16:31:18.556Z

I did

- [REDACTED] 2018-05-29T16:31:20.871Z

it had no effect

- [REDACTED] 2018-05-29T16:31:24.237Z

he did the same with [REDACTED]

- [REDACTED] 2018-05-29T16:31:32.037Z

maybe that was his parting gift

- [REDACTED] 2018-05-29T16:32:50.282Z

Is [REDACTED] staying?

- [REDACTED] 2018-05-29T16:32:56.028Z

i assume so no?

- [REDACTED] 2018-05-29T16:32:58.235Z

he seems happy

- [REDACTED] 2018-05-29T16:33:03.149Z

is he coming loose?

- [REDACTED] 2018-05-29T16:33:20.340Z

[REDACTED] next time you are in town lets try <https://www.donangie.com/>

- <https://www.donangie.com/>

- [REDACTED] 2018-05-29T16:34:04.505Z

What [REDACTED]

- [REDACTED] 2018-05-29T16:35:42.141Z

apparently [REDACTED] leaving too?

- [REDACTED] 2018-05-29T16:35:47.214Z

[REDACTED] probably closer to this than me

- [REDACTED] 2018-05-29T16:36:02.701Z

Oh, yeah. That's fine.

- [REDACTED] 2018-05-29T16:36:20.511Z

omg [REDACTED] do you actually know what you are saying

- [REDACTED] 2018-05-29T16:59:50.321Z

ditching the next two reviews

- [REDACTED] 2018-05-29T17:00:14.801Z

I'll probably dial in for the 2nd.

- [REDACTED] 2018-05-29T17:04:58.880Z

so for gdpr the fact that we are globally fine but EEA dip - is the global non impact due to (1) budget moving to non E (2) globally things outperforming independent of gdpr or (3) something else or mix of 1-3

- [REDACTED] 2018-05-29T17:09:43.273Z

part of #1 could be inventory shrinkage too, right? like some pubs 'turning europe off' until they get their house in order...

- [REDACTED] 2018-05-29T17:10:27.646Z

too small to count that category

- [REDACTED] 2018-05-29T17:10:31.385Z

as in most people did not do that

- [REDACTED] 2018-05-29T17:10:35.063Z

only [REDACTED]

- [REDACTED] 2018-05-29T17:10:41.866Z

mostly because they are [REDACTED]

- [REDACTED] 2018-05-29T17:10:43.598Z
and are dumb
- [REDACTED] 2018-05-29T17:10:44.802Z
oh i see
- [REDACTED] 2018-05-29T17:10:47.722Z
apps might be different
- [REDACTED] 2018-05-29T17:11:00.677Z
do we know how many apps turned off admob entirely [REDACTED]?
- [REDACTED] 2018-05-29T17:11:14.291Z
i can see which apps chose NPA vs vendors vs did nothing but cant see who said no ads
- [REDACTED] 2018-05-29T17:11:39.685Z
we are pulling those - actual active account count hasnt changed much
- [REDACTED] 2018-05-29T17:11:46.998Z
but this wil be head heavy - so pulling that
- [REDACTED] 2018-05-29T17:12:21.503Z
you'd have to see which apps showed no queries for hte weekend
- [REDACTED] 2018-05-29T17:12:34.567Z
since its not like we have a switch that says turn off adserving on the server side that we offer as a feature no?
- [REDACTED] 2018-05-29T17:19:48.121Z
Are you saying all as serving or eea only
- [REDACTED] 2018-05-29T17:20:28.086Z
Eea
- [REDACTED] 2018-05-29T17:21:32.855Z
Folks are working on pulling that
- [REDACTED] 2018-05-29T17:58:45.141Z
thaw has set [REDACTED] upon me

- [REDACTED] 2018-05-29T17:59:00.321Z
i must have said something to poke the activeview bear
- [REDACTED] 2018-05-29T17:59:21.128Z
[REDACTED] is too nice to be a strongman... 😊
- [REDACTED] 2018-05-29T18:00:11.365Z
exactly why thaw uses him
- [REDACTED] 2018-05-29T18:07:24.731Z
so [REDACTED] moving to [REDACTED] in apps huh
- [REDACTED] 2018-05-29T18:07:36.679Z
sigh
- [REDACTED] 2018-05-29T18:07:50.495Z
i guess it was innevitable...
- [REDACTED] 2018-05-29T18:07:57.140Z
they both really wanted that to happen
- [REDACTED] 2018-05-29T18:27:27.595Z
good meeting with [REDACTED]
- [REDACTED] 2018-05-29T18:27:41.188Z
he said [REDACTED] scheduled a meeting with us to talk about his work without including him (this was a month ago)
- [REDACTED] 2018-05-29T18:27:46.541Z
he said [REDACTED] stretches his patience
- [REDACTED] 2018-05-29T18:27:48.410Z
i was like wow
- [REDACTED] 2018-05-29T18:27:52.442Z
you are much kinder than I am
- [REDACTED] 2018-05-29T18:30:02.884Z
two people I am dodging these days

- [REDACTED] 2018-05-29T18:30:03.987Z
sam cox
- [REDACTED] 2018-05-29T18:30:05.235Z
and [REDACTED]
- [REDACTED] 2018-05-29T18:30:16.530Z
lol
- [REDACTED] 2018-05-29T18:30:23.869Z
did you just duck into the bathroom to avoid one of them?
- [REDACTED] 2018-05-29T18:30:25.892Z
they are constantly stopping by or hounding me int he hall ways
- [REDACTED] 2018-05-29T18:30:32.801Z
sam waited OUTSIDE the goddamn bathroom
- [REDACTED] 2018-05-29T18:30:45.112Z
haha
- [REDACTED] 2018-05-29T18:30:47.070Z
love it
- [REDACTED] 2018-05-29T18:31:01.422Z
not sure which is worse
- [REDACTED] 2018-05-29T18:31:02.952Z
[REDACTED] or sam
- [REDACTED] 2018-05-29T18:31:05.537Z
[REDACTED] is neurotic
- [REDACTED] 2018-05-29T18:31:07.905Z
[REDACTED] def needs to be time boxed
- [REDACTED] 2018-05-29T18:31:08.875Z
and constantly seeking love

- [REDACTED] 2018-05-29T18:31:10.617Z
for sure
- [REDACTED] 2018-05-29T18:31:16.887Z
and even more neurotic these days
- [REDACTED] 2018-05-29T18:31:20.279Z
whoa
- [REDACTED] 2018-05-29T18:31:21.927Z
sam constantly talking about his work
- [REDACTED] 2018-05-29T18:31:23.405Z
how is that possible?
- [REDACTED] 2018-05-29T18:31:32.521Z
who knows some hr issue on his team
- [REDACTED] 2018-05-29T18:31:35.446Z
so he went bonkers
- [REDACTED] 2018-05-29T18:31:40.659Z
he so should give up managing
- [REDACTED] 2018-05-29T18:31:43.213Z
and let [REDACTED] do it
- [REDACTED] 2018-05-29T18:31:43.572Z
wow
- [REDACTED] 2018-05-29T18:31:49.457Z
ya, totally
- [REDACTED] 2018-05-29T18:32:03.208Z
good example of strong IC, should not be M
- [REDACTED] 2018-05-29T19:26:48.504Z
[REDACTED] are so similar and yet so different.

- [REDACTED] 2018-05-29T19:27:07.348Z

But they can both be black holes.

- [REDACTED] 2018-05-29T19:27:45.390Z

who is [REDACTED]?

- [REDACTED] 2018-05-29T19:28:38.625Z

- [REDACTED] 2018-05-29T19:28:57.515Z

On [REDACTED] team. Runs a hybrid quality/engprod project.

- [REDACTED] 2018-05-29T20:48:59.258Z

<https://www.nytimes.com/2018/05/28/opinion/failure-educated-elite.html?action=click&pgtype=Homepage&clickSource=story-heading&module=opinion-c-col-left-region®ion=opinion-c-col-left-region&WT.nav=opinion-c-col-left-region>

- <https://www.nytimes.com/2018/05/28/opinion/failure-educated-elite.html?action=click&pgtype=Homepage&clickSource=story-heading&module=opinion-c-col-left-region®ion=opinion-c-col-left-region&WT.nav=opinion-c-col-left-region>

- [REDACTED] 2018-05-29T20:49:34.930Z

[REDACTED] emails are the most enthusiastic and positive emails ever

- [REDACTED] 2018-05-29T20:49:38.054Z

pretty fair critique of meritocracy

- [REDACTED] 2018-05-29T21:01:27.573Z

Just had a super depressing 1-1.

- [REDACTED] 2018-05-29T21:01:59.380Z

Someone pointed out an obvious [REDACTED] theory, that I had naively not thought of.

- [REDACTED] 2018-05-29T21:02:35.801Z

You had a1:1 while being in a group meeting with me?

- [REDACTED] 2018-05-29T21:05:15.807Z

No, right before that ☺

- [REDACTED] 2018-05-29T21:05:56.069Z

So obvious reason, S does not talk to eng leads (or anyone but bender). He has a guy he already wants to bring in to layer the whole eng team.

- [REDACTED] 2018-05-29T21:06:38.107Z

I know "guy" is not a gender inclusive term, but I am willing to bet it will be accurate if that whole scenario plays out.

- [REDACTED] 2018-05-29T21:12:32.123Z

wow

- [REDACTED] 2018-05-29T21:12:37.440Z

any hints on who?

- [REDACTED] 2018-05-29T21:13:19.176Z

didnt he specifically mention during our 1:1s that he doesnt want to layer us?

- [REDACTED] 2018-05-29T21:18:08.109Z

This is just speculation, so no hint on who.

- [REDACTED] 2018-05-29T21:18:29.444Z

If you've heard anything in 1-1's you have heard more than me.

- [REDACTED] 2018-05-29T21:19:20.585Z

While I agree it's a reasonable scenario... it's far from likely.

- [REDACTED] 2018-05-29T21:20:05.323Z

Far from certain. Why far from likely? Who would stop him? And why would he be so disinterested in how to consolidate otherwise?

- [REDACTED] 2018-05-29T21:20:13.952Z

[REDACTED] spent tons of time prepping w/ [REDACTED].. then they threw him out... so I don't think this is a super solid indicator of anything other than the fact that he doesn't care about you and is taking care of his own needs first, not yours.

- [REDACTED] 2018-05-29T21:20:40.444Z

Yes, but they made their decisions after getting to know people.

- [REDACTED] 2018-05-29T21:20:49.124Z

The other theory I have heard is that he is outsourcing the eventual org planning to [REDACTED]

- [REDACTED] 2018-05-29T21:21:16.757Z

Agree - so my only point is that he's literally giving it "no thought" - as opposed to him having a plan that involves less of a relationship w/ you.

- [REDACTED] 2018-05-29T21:21:50.974Z

I don't get it. How can you have no plan?

- [REDACTED] 2018-05-29T21:22:10.753Z

If he really had no plan at all would he not have been falling over himself to keep Eisar?

- [REDACTED] 2018-05-29T21:22:37.064Z

No, because he prob heard from [REDACTED] that E was out... so no point trying to save him.

- [REDACTED] 2018-05-29T21:23:05.694Z

So he's incompetant? That seems like a stretch.

- [REDACTED] 2018-05-29T21:23:19.806Z

what about this sounds like incompetence to you?

- [REDACTED] 2018-05-29T21:23:33.799Z

The plan is, "Learn the industry & product area first... the people are functioning fine for now, no need to deal w/ that yet."

- [REDACTED] 2018-05-29T21:23:37.350Z

Having no understanding or plan for your leadership team?

- [REDACTED] 2018-05-29T21:23:59.890Z

OK so I'm saying "status quo is fine" is a reasonable plan

- [REDACTED] 2018-05-29T21:24:35.350Z

And what genius decided status quo is fine?

- [REDACTED] 2018-05-29T21:24:50.540Z

How long do I keep my people from leaving? How long do I try?

- [REDACTED] 2018-05-29T21:25:28.068Z

SO let me see if I can justify his approach

- [REDACTED] 2018-05-29T21:25:30.151Z

He'll have 15 DRs if he does nothing... that's totally doable for now... and why change stuff unless he knows what he wants the end state to be?

- [REDACTED] 2018-05-29T21:25:55.835Z

And how will he know?

- [REDACTED] 2018-05-29T21:26:04.102Z

the std approach a lot of new managers do is 1. establish connections with leads 2. understand the space 3. establish new process

- [REDACTED] 2018-05-29T21:26:06.493Z

If he learns that the product/industry needs require *significant* changes... that may impact how he wants to structure the leadership team

- [REDACTED] 2018-05-29T21:26:20.521Z

so when he came in he met us right away

- [REDACTED] 2018-05-29T21:26:24.767Z

It won't impact his understanding of the pieces he has to work with.

- [REDACTED] 2018-05-29T21:26:37.053Z

it is "possible" he thinks that was sufficient for #1 and then focused on #2

- [REDACTED] 2018-05-29T21:26:57.362Z

i do know that E leaving was expected but the timing was still faster than they thought

- [REDACTED] 2018-05-29T21:27:21.221Z

so its possible he was hoping to focus on #2 and come back to #1 but now with E gone he will do more of #1

- [REDACTED] 2018-05-29T21:27:31.810Z

Let me simplify. Without a major change, why should I even consider being OK with [REDACTED] owning my calibration and comp? He knows nothing about me.

- [REDACTED] 2018-05-29T21:27:47.487Z

Does he seem like *he* would be OK with a deal like that for himself?

- [REDACTED] 2018-05-29T21:29:16.508Z

yes, most likely he will use inertia for rating & comp... agree you should be worried about this. 😞

- [REDACTED] 2018-05-29T22:27:10.116Z

Most significant item in the "weekly briefing" email...

- [REDACTED] 2018-05-29T22:27:17.825Z

Audio Ads in DoubleClick: On Wednesday, May 30, we'll announce that advertisers can now buy audio ads on Spotify, SoundCloud, TuneIn and Google Play Music programmatically, through DoubleClick Bid Manager.

- [REDACTED] 2018-05-29T22:27:34.757Z

hip hip hurrah for audio ads!

- [REDACTED] 2018-05-29T23:12:37.677Z

Ok lot to catch up on

- [REDACTED] 2018-05-29T23:13:02.265Z

I don't buy your theory [REDACTED] he's going on a world tour to meet eng and pm leads in every office

- [REDACTED] 2018-05-29T23:13:10.778Z

Doesn't sound like outsourcing to me

- [REDACTED] 2018-05-29T23:13:42.230Z

Anytime you reach out to him he is super responsive suggesting he does care about his eng leads

- [REDACTED] 2018-05-29T23:13:52.004Z

Does he talk to [REDACTED]?

- [REDACTED] 2018-05-29T23:14:40.111Z

I think hes figuring out business talking to sales etc etc

- [REDACTED] 2018-05-29T23:14:41.944Z

Still

- [REDACTED] 2018-05-29T23:15:34.128Z

The entire absence of regular 1:1s is a mystery

- [REDACTED] 2018-05-29T23:15:44.884Z

Scott used to be in my face when he started

- [REDACTED] 2018-05-29T23:16:15.401Z

On the other hand I like being left alone and I doubt he'd mess with comp and calibration

- [REDACTED] 2018-05-29T23:21:02.330Z

I have an idea [REDACTED]

- [REDACTED] 2018-05-29T23:21:19.290Z

What if we started our own set of dvaa wide leads meetings and invited him as optional

- [REDACTED] 2018-05-29T23:29:54.149Z

We are letting [REDACTED] run it and we don't have to

- [REDACTED] 2018-05-29T23:29:59.173Z

We can simply reject

- [REDACTED] 2018-05-29T23:36:12.090Z

Not sure what that looks like or what the mandate is.

- [REDACTED] 2018-05-30T15:40:31.140Z

gmail threading seems super broken

- [REDACTED] 2018-05-30T15:40:37.414Z

is it a case of new gmail not playing well with old?

- [REDACTED] 2018-05-30T15:42:37.022Z

How. Haven't noticed any difference. The 100 thread limit bothers me but that was always there

- [REDACTED] 2018-05-30T21:26:42.078Z

Thoughts [REDACTED] <https://www.quantamagazine.org/to-build-truly-intelligent-machines-teach-them-cause-and-effect-20180515/>

- <https://www.quantamagazine.org/to-build-truly-intelligent-machines-teach-them-cause-and-effect-20180515/>

- [REDACTED] 2018-05-30T21:26:54.260Z

Given you school bus and nun conundrum

- [REDACTED] 2018-05-30T21:52:41.863Z

Hmmmm...

- [REDACTED] 2018-05-30T21:53:04.109Z

I dunno what I think about his comment that all of AI is doing is "curve fitting" right now. I mean, it's factually correct... but...

- [REDACTED] 2018-05-30T21:54:40.390Z

I think it's also factually correct to say that All of AI is just doing "basic arithmetic" because at the end of the day that's how it's implemented... so I'm curious why he decided to stop at the abstraction of "curve fitting" when trying to reduce the importance of existing methods... so I don't think I quite understand that point well enough.

- [REDACTED] 2018-05-30T21:58:13.300Z

I do agree that there are probably real limits to what machines can learn w/o being able to interact w/ the world. That's part of why I'm working on Robotics. Most people who are working on this at Google asked, "What can AI do for Robotics." But I definitely think the opposite question is more interesting...

- [REDACTED] 2018-05-30T21:59:28.790Z

I also think we know how to do explore/exploit reasonably well... and I don't think this is sufficiently different than introspection.

- [REDACTED] 2018-05-30T22:03:08.521Z

If I have an internal representation of the world... two ideas are "related" if their representations are similar or close in that representation. The variety of ways in which we each represent the world causes us to think different things are similar or different, etc. I think that's part of what he probably means by our 'free will' is computationally efficient... it gives us a bias to have different sets of experiences. So if each of us are essentially neural networks trained on a different training set that is sampled from a different set of distributions (because we sample the distribution based on our differing interests) then we'll draw different connections than each other and that sampling might be more computationally efficient way of searching the combinatoric space of all combinations of all ideas... and then we all have a bias to staying alive and having sex to propagate winners.

- [REDACTED] 2018-05-30T22:03:24.150Z

So where does that leave me?

- [REDACTED] 2018-05-30T22:03:57.536Z

I guess I think he makes sense, but is kind of being a downer and most people are still working on some combo of useful & 'what's next' problems in roughly a good proportion... ☺

- [REDACTED] 2018-05-30T23:35:24.680Z

[REDACTED] are we still in a GDPR code yellow?

- [REDACTED] 2018-05-30T23:35:27.994Z

how does one exit?

- [REDACTED] 2018-05-31T00:06:09.247Z

best way to exit is to announce awards trip ☺

- [REDACTED] 2018-05-31T00:06:39.822Z
jokes apart - the VP who approved the CY typically calls it closed and an email is sent out saying why the target delivery was reached
- [REDACTED] 2018-05-31T00:06:45.148Z
which should be easy for GDPR
- [REDACTED] 2018-05-31T00:06:55.006Z
who approved it?
- [REDACTED] 2018-05-31T00:06:56.123Z
eisar?
- [REDACTED] 2018-05-31T00:07:16.714Z
Eisar approved it
- [REDACTED] 2018-05-31T00:10:18.758Z
let's start a group chat with him
- [REDACTED] 2018-05-31T14:28:37.509Z
seriously? 1200 people deserve spot bonuses for GDPR???
- [REDACTED] 2018-05-31T14:36:44.964Z
STUPID
- [REDACTED] 2018-05-31T14:37:01.395Z
let's create an XS band where it's \$200 wdyt?
- [REDACTED] 2018-05-31T14:37:05.187Z
a peer bonus
- [REDACTED] 2018-05-31T14:37:09.352Z
or drop entirely
- [REDACTED] 2018-05-31T14:38:15.381Z
ok so I was in [REDACTED] camp re [REDACTED]
- [REDACTED] 2018-05-31T14:38:23.414Z

but i get where [REDACTED] comes from now

• [REDACTED] 2018-05-31T14:38:28.111Z

its basically [REDACTED]

• [REDACTED] 2018-05-31T14:38:36.763Z

including deciding the CY exit apprently

• [REDACTED] 2018-05-31T14:38:37.791Z

wtf

• [REDACTED] 2018-05-31T14:40:29.708Z

+1 to XS band - probably even drop them

• [REDACTED] 2018-05-31T14:44:17.947Z

wrote back saying just that

• [REDACTED] 2018-05-31T14:44:35.329Z

thanks

• [REDACTED] 2018-05-31T14:45:15.055Z

• [REDACTED] 2018-05-31T14:45:18.743Z

what does he do all day?

• [REDACTED] 2018-05-31T14:45:25.232Z

apparently the nielson decision he made

• [REDACTED] 2018-05-31T14:45:29.602Z

who is he consulting?

• [REDACTED] 2018-05-31T14:45:36.026Z

apparently he is deciding re CY exit

• [REDACTED] 2018-05-31T14:45:39.152Z

who is he talking to?

• [REDACTED] 2018-05-31T14:45:58.656Z

if it's thaw i can breathe a sigh of relief

- [REDACTED] 2018-05-31T14:46:16.020Z

so yesterday 530 pm i get a slightly worried ping from [REDACTED] (who is awesome btw) saying she wants to chat a bit

- [REDACTED] 2018-05-31T14:47:09.233Z

so we chat and she said that there is desire for recreating some famous Amazon dashboard that existed for issues and associated revenue, productivity and reputation loss

- [REDACTED] 2018-05-31T14:47:37.508Z

seemed like a dashboard version of ads escalation - being a dashboard lover i was not much worried

- [REDACTED] 2018-05-31T14:48:18.342Z

she then said that the Amazon dashboard apparently listed individuals who caused it and Bezos used to really drill into that - leading to complete panic for people featuring in it

- [REDACTED] 2018-05-31T14:48:31.493Z

she was very worried abt that

- [REDACTED] 2018-05-31T14:49:28.458Z

so i assured her that we can ensure that individuals do not get called out and if there is a name needed then i can play proxy for infra, aparna for DRX, she for SREs etc. - so that a culture of fear doesnt start for junior folks

- [REDACTED] 2018-05-31T14:49:31.700Z

thoughts?

- [REDACTED] 2018-05-31T14:50:22.412Z

for anything on my teams make the name me

- [REDACTED] 2018-05-31T14:50:30.242Z

so some poor L3 engineer does not have to put up with exec bullshit

- [REDACTED] 2018-05-31T14:50:42.496Z

and we can make sure the right culture of blame free PM continues

- [REDACTED] 2018-05-31T14:50:46.769Z

exactly my stance

- [REDACTED] 2018-05-31T14:50:51.344Z

100% agree

- [REDACTED] 2018-05-31T14:50:52.667Z

and WTF

- [REDACTED] 2018-05-31T14:50:57.045Z

+10

- [REDACTED] 2018-05-31T14:51:11.143Z

again - my stance in these is always benefit of doubt

- [REDACTED] 2018-05-31T14:51:32.686Z

so i would like to assume the desire for the dashboard was visibility and awareness which is not a bad thing

- [REDACTED] 2018-05-31T14:51:55.114Z

the individual getting blamed could have been a very Bezo thing and side effect

- [REDACTED] 2018-05-31T14:52:07.083Z

but it was interesting to see the effect it had because [REDACTED] was quite worried

- [REDACTED] 2018-05-31T14:59:02.953Z

OMG - [REDACTED] will not do well with this

- [REDACTED] 2018-05-31T15:00:06.044Z

He freaks out over ads-escalation emails

- [REDACTED] 2018-05-31T15:00:33.123Z

Kicks off 3-4 person war rooms over diagnosing minor blips

- [REDACTED] 2018-05-31T15:02:16.319Z

He does take ads escalations and fully revenue drops very seriously ☺

- [REDACTED] 2018-05-31T15:03:57.943Z

Okay that email from [REDACTED] really bothers me

- [REDACTED] 2018-05-31T15:04:13.000Z

He left all of us out of the email

- [REDACTED] 2018-05-31T15:04:34.348Z

I'm not even sure why he is driving gdpr given most things happen outside his team

- [REDACTED] 2018-05-31T15:04:51.885Z

Also I had selective audience picking for back patting purpose

- [REDACTED] 2018-05-31T15:04:59.100Z

Vent done

- [REDACTED] 2018-05-31T15:08:44.418Z

I think I may have come up with a new insight for RL for Robotics problems... hurray!

- [REDACTED] 2018-05-31T15:09:13.754Z

What is RL

- [REDACTED] 2018-05-31T15:09:18.072Z

yay [REDACTED]

- [REDACTED] 2018-05-31T15:09:21.396Z

And hurray for you

- [REDACTED] 2018-05-31T15:09:38.017Z

ya [REDACTED] wtf

- [REDACTED] 2018-05-31T15:09:39.296Z

Even if it's not true, the fact that some folks in the field think it's a big deal initially means I'm at least on the right track

- [REDACTED] 2018-05-31T15:09:49.517Z

ok that is huge

- [REDACTED] 2018-05-31T15:09:51.070Z

go on

- [REDACTED] 2018-05-31T15:09:52.165Z

share

- [REDACTED] 2018-05-31T15:09:55.719Z

RL == reinforcement learning

- [REDACTED] 2018-05-31T15:11:44.285Z

So... most RL looks like this: 1. Explore via random moves with prob epsilon 2. Exploit (aka use the best known strategy) with (1-eps) 3. After a while, update your strategy with new information you've learned from exploring.

- [REDACTED] 2018-05-31T15:12:18.765Z

so gradient descent?

- [REDACTED] 2018-05-31T15:12:31.161Z

Ya, basically

- [REDACTED] 2018-05-31T15:12:55.743Z

Well, in some fields, like Robotics, the goals or success conditions are really sparse...

- [REDACTED] 2018-05-31T15:13:20.420Z

So randomly doing moves results in 0's most of the time...

- [REDACTED] 2018-05-31T15:13:53.280Z

It's like impressions in Display... basically worthless, only the clicks contain information :)

- [REDACTED] 2018-05-31T15:14:48.298Z

So anyway... if the space is really sparse... then pruning the search space of your explore step is *way* more important than improving your exploit step...

- [REDACTED] 2018-05-31T15:15:18.718Z

sure but non random would mean someone pushes learning in one direction or the other - is this humans?

- [REDACTED] 2018-05-31T15:15:34.594Z

(also clicks not a thing for brand ads aka my favourite ad format is subway ads)

- [REDACTED] 2018-05-31T15:15:43.554Z

So what you should be updating... and making smarter... is your explore strategy.

- [REDACTED] 2018-05-31T15:16:16.301Z

Yes!

- [REDACTED] 2018-05-31T15:16:45.973Z

There is always a bias in learning

- [REDACTED] 2018-05-31T15:16:55.521Z

so how do you bias it?

- [REDACTED] 2018-05-31T15:16:59.322Z

smartly

- [REDACTED] 2018-05-31T15:17:19.797Z

i just like this convo because its not about meta bullshit like emails and process

- [REDACTED] 2018-05-31T15:17:27.983Z

which is overtaking my life

- [REDACTED] 2018-05-31T15:17:50.069Z

Because "induction" (going from examples to a general rule you can use on new data) requires making shit up about the structure of the world... e.g. what features will generalize.

- [REDACTED] 2018-05-31T15:17:54.648Z

I am following and liking the convo too

- [REDACTED] 2018-05-31T15:18:12.654Z

Ok so the trick in this case...

- [REDACTED] 2018-05-31T15:18:51.412Z

It's also nice how [REDACTED] is still somewhat pure and enjoys real work and challenges

- [REDACTED] 2018-05-31T15:19:04.365Z

whats the trick?

- [REDACTED] 2018-05-31T15:19:15.831Z

Is whatever you call a "state" has to have generalizing properties

- [REDACTED] 2018-05-31T15:19:30.557Z

For example, your position on a maze

- [REDACTED] 2018-05-31T15:19:53.594Z

No matter how you got to that position, all paths from that position generally are equivalent

- [REDACTED] 2018-05-31T15:20:13.439Z

Sorry..

- [REDACTED] 2018-05-31T15:20:19.528Z

Not quite right

- [REDACTED] 2018-05-31T15:20:45.301Z

If you're at a point in a maze...

- [REDACTED] 2018-05-31T15:21:01.526Z

And you know it's 5 moves until you win

- [REDACTED] 2018-05-31T15:21:19.781Z

Then no matter how you got there, that statement is still true.

- [REDACTED] 2018-05-31T15:21:38.171Z

That's the generalizing element... how you carve up the state space

- [REDACTED] 2018-05-31T15:21:52.320Z

Now... the new point...

- [REDACTED] 2018-05-31T15:22:11.595Z

Is that people leverage that information to improve the exploit policy...

- [REDACTED] 2018-05-31T15:22:24.241Z

... but they don't leverage it to improve the explore policy much

- [REDACTED] 2018-05-31T15:22:33.137Z

(a little, not a lot though)

- [REDACTED] 2018-05-31T15:22:52.012Z

So using the structure of the problem to learn was well known...

- [REDACTED] 2018-05-31T15:23:18.708Z

But since RL is often applied to dense problems... they used it on the exploit part of the problem, not explore

- [REDACTED] 2018-05-31T15:24:34.900Z

So if you try to think about how to use it for the explore part of the problem.. you end up with math that looks a lot like supervised learning math for NLP problems (with ngrams, etc.)

- [REDACTED] 2018-05-31T15:25:27.976Z

In other words... I think for a large class of RL problems, we can apply all the stuff we know about supervised learning, because the RL == SL for this category of problems.

- [REDACTED] 2018-05-31T15:26:16.031Z

So I rigged up a toy problem to test this out...

- [REDACTED] 2018-05-31T15:26:55.358Z

To find all 10-letter Scrabble words among all 26^{10} 10-letter possibilities. :)

- [REDACTED] 2018-05-31T15:27:19.018Z

There are 23k 10-letter Scrabble words.

- [REDACTED] 2018-05-31T15:28:04.556Z

So total goals is $o(10^5)$ and total search space is $o(10^{14})$. Very sparse

- [REDACTED] 2018-05-31T15:29:14.691Z

Randomly searching means you have a probability of finding a goal every $10^5/10^{14} = 10^{-9}$ tries of random letter combinations with uniform distribution of letters.

- [REDACTED] 2018-05-31T15:31:02.316Z

Then, when I found one word, I "trained on it" as a positive example... and updated my model from uniform to a little biased towards letters in the example I found... that reduced the expected time to find a new Scrabble word by a bit...

- [REDACTED] 2018-05-31T15:31:16.786Z

Then I trained on both examples... same thing

- [REDACTED] 2018-05-31T15:32:05.669Z

Then I kept training on the new examples after finding them... and plotted how many steps it takes to find the next goal...

- [REDACTED] 2018-05-31T15:33:12.700Z

-
-

- [REDACTED] 2018-05-31T15:34:13.339Z

Slide 26 shows the results... but basically this strategy is 25% more efficient at pruning the search space *per goal found* than the smartest RL methods today!

- [REDACTED] 2018-05-31T15:36:05.104Z

So it is clearly squeezing more information out of the examples on the explore side than the typical approach

- [REDACTED] 2018-05-31T15:43:12.975Z

you lost me at max ent

- [REDACTED] 2018-05-31T15:44:26.643Z

so am using your scrabble example

- [REDACTED] 2018-05-31T15:44:28.595Z

to understand

- [REDACTED] 2018-05-31T15:46:01.487Z

in a robotics world what would that map to?

- [REDACTED] 2018-05-31T15:46:14.689Z

what is the assist there?

- [REDACTED] 2018-05-31T15:51:45.397Z

In Scrabble... the "structure" is sub sequences of letters..

- [REDACTED] 2018-05-31T15:52:19.751Z

So learning that "u" often follows "q" is useful in trimming the search space...

- [REDACTED] 2018-05-31T15:52:29.389Z

agree

- [REDACTED] 2018-05-31T15:52:37.749Z

so in robotics like let's say I have a robot to cook

- [REDACTED] 2018-05-31T15:52:42.981Z

is watching me cook not enough?

- [REDACTED] 2018-05-31T15:52:44.117Z

Don't go looking for acqx... acqh...

- [REDACTED] 2018-05-31T15:52:54.764Z

so dont explore all kitchen moves

- [REDACTED] 2018-05-31T15:52:58.267Z

but observe pattern?

- [REDACTED] 2018-05-31T15:54:09.330Z

So the analogy in robotics is that certain sub-seq of movements are also more effective than others... like if you are moving your arm outside to inside, rotating your wrist in combo with that is normally useful

- [REDACTED] 2018-05-31T15:54:41.258Z

Or if your navigating/finding stuff... forks and knives are often co-located

- [REDACTED] 2018-05-31T15:55:01.087Z

Don't restart your search saying "I have no idea where it could possibly be"

- [REDACTED] 2018-05-31T15:55:30.236Z

so then unless the robots are specialized each "area"'s subsequences will be diff

- [REDACTED] 2018-05-31T15:55:34.999Z

Watching you do something is a whole sub-field called "learning from demonstration" (LFD)

- [REDACTED] 2018-05-31T15:55:57.409Z

It is a good way to describe roughly where a goal is, but not precisely.

- [REDACTED] 2018-05-31T15:56:04.853Z

But it's very useful too, yes

- [REDACTED] 2018-05-31T15:56:36.578Z

Yes, sub-sequences for different tasks and different robots are definitely different

- [REDACTED] 2018-05-31T15:56:57.596Z

That's why LFD is only approx at telling the robot what to do

- [REDACTED] 2018-05-31T15:57:29.553Z

Because the mapping from human movements -> robot movements is also only approx

- [REDACTED] 2018-05-31T15:58:01.450Z

Still, WAY better than random. :)

- [REDACTED] 2018-05-31T15:58:05.571Z

agree

- [REDACTED] 2018-05-31T15:58:09.741Z

that makes sense to me

- [REDACTED] 2018-05-31T15:58:14.476Z

so unless computation is free

- [REDACTED] 2018-05-31T15:58:19.091Z

it's worth the effort to do the assist

- [REDACTED] 2018-05-31T15:58:20.000Z

yes?

- [REDACTED] 2018-05-31T15:58:26.954Z

Totally

- [REDACTED] 2018-05-31T15:58:36.343Z

i feel like a learned something

- [REDACTED] 2018-05-31T15:58:37.212Z

Do the assist, then fine tune from the

- [REDACTED] 2018-05-31T15:59:14.117Z

so one way to think of it is...

- [REDACTED] 2018-05-31T15:59:32.352Z

1. Watch N demonstrations to figure out where N "goals" are

- [REDACTED] 2018-05-31T15:59:55.158Z

2. Train on those N goals, using my technique to get a sense of which sub-sequences are more common

- [REDACTED] 2018-05-31T16:00:10.621Z

3. Do "informed explore" around the goals you were shown... to find your own optimal path

- [REDACTED] 2018-05-31T16:00:31.770Z

Ya, this is the path we're pursuing! 😊

- [REDACTED] 2018-05-31T16:01:18.226Z

What's the training data - real people in action or demos?

- [REDACTED] 2018-05-31T16:01:33.347Z

We are trying both 😊

- [REDACTED] 2018-05-31T16:02:08.541Z

what's the first sequence?

- [REDACTED] 2018-05-31T16:02:12.458Z

what is your robot going to do?

- [REDACTED] 2018-05-31T16:02:24.006Z

oh, we have a few...

- [REDACTED] 2018-05-31T16:02:28.629Z

also cisar said he has a party tonight in DVAA as a farewell

- [REDACTED] 2018-05-31T16:02:36.279Z

that he thinks will be underwhelming

- [REDACTED] 2018-05-31T16:02:39.299Z

1. is a walking 4-legged "dog" kind of thing

- [REDACTED] 2018-05-31T16:02:41.596Z

since its not [REDACTED] planning

- [REDACTED] 2018-05-31T16:02:52.803Z

so goal is wlaking?

- [REDACTED] 2018-05-31T16:02:53.118Z

ya, I am going to try to make it...

- [REDACTED] 2018-05-31T16:02:58.291Z

2. Is a bunch of arms

- [REDACTED] 2018-05-31T16:03:04.714Z

i think if you showed up chris it would make up for lack of whelm

- [REDACTED] 2018-05-31T16:03:08.357Z

3. Is a mobile arm that can clean a table

- [REDACTED] 2018-05-31T16:03:14.846Z

I will try to bring fire and fury ;)

- [REDACTED] 2018-05-31T16:03:19.502Z

good

- [REDACTED] 2018-05-31T16:03:25.028Z

or load dishwasher

- [REDACTED] 2018-05-31T16:03:27.398Z

i want that robot

- [REDACTED] 2018-05-31T16:03:29.731Z

load and unload

- [REDACTED] 2018-05-31T16:03:32.545Z

lol, ya

- [REDACTED] 2018-05-31T16:03:33.516Z

its super deterministic

- [REDACTED] 2018-05-31T16:03:41.665Z

things literally go in the same place day after day

- [REDACTED] 2018-05-31T16:03:58.219Z

ya, totally

- [REDACTED] 2018-05-31T16:04:01.366Z

i would pay for that

- [REDACTED] 2018-05-31T16:04:05.745Z

this is what I mean when I say robotics totally sucks right now

- [REDACTED] 2018-05-31T16:04:12.424Z

like, it's crazy we can't do that

- [REDACTED] 2018-05-31T16:04:16.403Z

agree

- [REDACTED] 2018-05-31T16:04:33.575Z

i mean i would be fine buying a DW load/unload robot that does nothing else

- [REDACTED] 2018-05-31T16:04:39.179Z

this maybe some 1% bullshit tho

- [REDACTED] 2018-05-31T16:05:42.090Z

here's a video on some LFD work:

- [REDACTED] 2018-05-31T16:05:43.310Z

<https://www.youtube.com/watch?v=7f7sdLMCItg&feature=youtu.be>

- o <https://www.youtube.com/watch?v=7f7sdLMCItg&feature=youtu.be>
- o <https://www.youtube.com/watch?v=7f7sdLMCItg>

- [REDACTED] 2018-05-31T16:06:01.834Z

Here's a better one...

- [REDACTED] 2018-05-31T16:06:02.870Z

<https://www.youtube.com/watch?v=sErz1jyhTXk>

- o <https://www.youtube.com/watch?v=sErz1jyhTXk>
- o <https://www.youtube.com/watch?v=sErz1jyhTXk>
- [REDACTED] 2018-05-31T16:06:18.809Z

So these guys used two cell phones... to sync images from 1st person and 3rd person...

- [REDACTED] 2018-05-31T16:06:38.467Z

Then got the robot to relate them, so that watching someone (3rd person) could be translated into 1st person perspective for tasks...

- [REDACTED] 2018-05-31T16:06:51.857Z

Sorry, they synced videos, not images.

- [REDACTED] 2018-05-31T20:22:19.005Z

We need more time for [REDACTED] reviews

- [REDACTED] 2018-05-31T20:22:57.722Z
That's an axiom. Why would you state that again
- [REDACTED] 2018-05-31T20:23:09.166Z
On message
- [REDACTED] 2018-05-31T20:23:29.574Z
What am I missing?
- [REDACTED] 2018-05-31T20:23:35.745Z
Am on train to Jedi dinner
- [REDACTED] 2018-05-31T20:23:42.622Z
Ya, really
- [REDACTED] 2018-05-31T20:23:52.313Z
We are having a meeting to discuss meetings
- [REDACTED] 2018-05-31T20:24:08.233Z
With [REDACTED] or all meetings?
- [REDACTED] 2018-05-31T20:24:10.701Z
Again???
- [REDACTED] 2018-05-31T20:24:42.648Z
Again or still. Who knows
- [REDACTED] 2018-05-31T20:25:27.046Z
Hah
- [REDACTED] 2018-05-31T20:25:30.669Z
Glad I skipped
- [REDACTED] 2018-05-31T20:33:15.807Z
Based on [REDACTED] description
- [REDACTED] 2018-05-31T20:33:24.331Z
It appears to be classic Amazon style

- [REDACTED] 2018-05-31T20:33:32.151Z

Type 1 vs type 2 decisions

- [REDACTED] 2018-05-31T20:39:41.063Z

Talk about opportunistic ad placement

- [REDACTED]
- [REDACTED] 2018-05-31T20:41:32.633Z

Haha

- [REDACTED] 2018-05-31T22:01:45.393Z

Lol

- [REDACTED] 2018-06-01T14:32:12.778Z

Nice seeing C in person last night

- [REDACTED] 2018-06-01T14:32:40.161Z

that off beat joke was so funny - not sure who cracked it but i remember [REDACTED] was in splits

- [REDACTED] 2018-06-01T15:06:38.849Z

Wow [REDACTED] laughed at your jokes?

- [REDACTED] 2018-06-01T15:14:00.903Z

Yes, good to see you guys too! I wanted to chat with each of you more, but decided against it after showing up late.. I wanted to make sure E got as much attention as possible... hopefully he felt properly missed by everyone. :)

- [REDACTED] 2018-06-01T15:43:42.275Z

He had a good time.

- [REDACTED] 2018-06-01T15:43:55.959Z

Went into full gossip mode on the uber home.

- [REDACTED] 2018-06-01T15:48:27.734Z

Is he less bitter?

- [REDACTED] 2018-06-01T15:49:02.245Z

Well he was pretty tipsy so having fun.

- [REDACTED] 2018-06-01T15:49:44.258Z

He and [REDACTED] started riffing on both [REDACTED], so that got a little harsh.

- [REDACTED] 2018-06-01T16:11:37.705Z

The best quote of the night, Aparna was this...

- [REDACTED] 2018-06-01T16:12:04.573Z

Apparently, the wine they were drinking was pretty primo... score of 100 on some index of awesomeness which is very rare...

- [REDACTED] 2018-06-01T16:12:48.307Z

Someone said, "Wow, this tastes amazing. That's a *lot* of guilt."

- [REDACTED] 2018-06-01T16:13:23.612Z

sorry not getting it.

- [REDACTED] 2018-06-01T16:13:57.664Z

haha

- [REDACTED] 2018-06-01T16:13:59.408Z

only reason [REDACTED] would authorize spending that much on wine would be because they felt badly about the circumstances...

- [REDACTED] 2018-06-01T16:14:27.417Z

Oh. Is [REDACTED] frugal about these things?

- [REDACTED] 2018-06-01T16:14:44.035Z

You're ruining it...

- [REDACTED] 2018-06-01T16:14:45.014Z

I did notice he stuck to club soda.

- [REDACTED] 2018-06-01T16:14:50.344Z

😊

- [REDACTED] 2018-06-01T16:14:53.862Z

😊

- [REDACTED] 2018-06-01T16:14:57.978Z

I ruin nearly everything.

- [REDACTED] 2018-06-01T16:15:02.332Z

lol

- [REDACTED] 2018-06-01T16:15:07.394Z

Omg. Screw these giant smileys

- [REDACTED] 2018-06-01T16:15:20.141Z

ya, the giant smileys are super weird

- [REDACTED] 2018-06-01T16:16:11.244Z

Shouldn't that be an option? "Ridiculously large smileys that totally disrupt the flow of the chat? (y/n)"

- [REDACTED] 2018-06-01T16:16:22.656Z

I guess the best practice could be this.

- [REDACTED] 2018-06-01T16:16:25.709Z

. 😊

- [REDACTED] 2018-06-01T16:17:05.457Z

Hmm... would that option impact "your view" of all smileys, or "your smileys" on any view?

- [REDACTED] 2018-06-01T16:17:12.230Z

Two options? ;)

- [REDACTED] 2018-06-01T16:17:16.435Z

Now you know why I'm not in ux...

- [REDACTED] 2018-06-01T16:17:36.698Z

How about anyone sets "n" they go away everywhere?

- [REDACTED] 2018-06-01T16:17:49.774Z

lol

- [REDACTED] 2018-06-01T16:17:51.620Z

i like it

- [REDACTED] 2018-06-01T16:18:17.370Z

the leading '.' was a good idea... i may adopt that

- [REDACTED] 2018-06-01T16:18:27.809Z
when i remember
- [REDACTED] 2018-06-01T16:33:34.326Z
Wow \$100 bottle of wine is serious guilt
- [REDACTED] 2018-06-01T16:33:40.193Z
Normally they serve crappo wine
- [REDACTED] 2018-06-01T16:34:12.379Z
who said \$100?
- [REDACTED] 2018-06-01T16:34:26.677Z
Oh nm score 100 that's nuts
- [REDACTED] 2018-06-01T16:34:27.508Z
oh, no... it was a "score of 100" not \$100
- [REDACTED] 2018-06-01T16:34:33.314Z
may also have been \$100, i have no idea
- [REDACTED] 2018-06-01T16:34:33.336Z
Whose score?
- [REDACTED] 2018-06-01T16:34:36.978Z
Robert Parker?
- [REDACTED] 2018-06-01T16:34:48.037Z
dunno, eisar said 100 was "very very rare"
- [REDACTED] 2018-06-01T16:35:03.047Z
Ya that's why I am shocked
- [REDACTED] 2018-06-01T16:35:04.158Z
Wow
- [REDACTED] 2018-06-01T16:40:21.055Z

They had a couple bottles of Opus One. Didn't try it but someone said "\$500". I asked if that was restaurant price or store price, did not get a clear answer 😊

- [REDACTED] 2018-06-01T17:28:36.873Z

Another [REDACTED] deck. Another chance to basically ignore app inventory.

- [REDACTED] 2018-06-01T17:29:12.410Z

have never had opus one - been to the winery tho - super snobby people

- [REDACTED] 2018-06-01T17:29:31.098Z

acm?

- [REDACTED] 2018-06-01T17:30:00.622Z

They named their wine "Opus One". That tells you something already.

- [REDACTED] 2018-06-01T17:30:08.237Z

PSSR

- [REDACTED] 2018-06-01T17:30:13.846Z

[REDACTED] deck said small group so didn't join

- [REDACTED] 2018-06-01T17:30:38.191Z

is acm officially now the PSSR?

- [REDACTED] 2018-06-01T17:30:47.377Z

He wants to make the case for launch Attribution on the crappy models. I think the lack of apps is an even bigger deal though.

- [REDACTED] 2018-06-01T17:31:00.837Z

Oh it's not today. Monday.

- [REDACTED] 2018-06-01T17:31:09.187Z

Doing the pre-read.

- [REDACTED] 2018-06-01T17:32:41.749Z

Apps requires Gold, which requires the entire world to solve all known problems first... so it's a tough dependency graph.

- [REDACTED] 2018-06-01T17:35:41.675Z

The apps ask seems like lip service if we allowed them to even do work on this thing without it working for apps in v1

- [REDACTED] 2018-06-01T17:41:04.481Z
what meeting is this
- [REDACTED] 2018-06-01T18:18:57.302Z
[REDACTED]. I just got an email from [REDACTED] asking me for Infra OKR planning input...
- [REDACTED] 2018-06-01T18:19:23.713Z
obviously, I can respond w/ all of my enumerable asks...
- [REDACTED] 2018-06-01T18:19:29.584Z
... or cc [REDACTED]
- [REDACTED] 2018-06-01T18:20:01.515Z
but thought it might be better if the correction came from her directly?
- [REDACTED] 2018-06-01T18:20:14.860Z
or am i thinking about this too much, and just do it?
- [REDACTED] 2018-06-01T18:55:56.340Z
ha ha - i will ask her to change
- [REDACTED] 2018-06-01T18:56:00.172Z
your legend lives on
- [REDACTED] 2018-06-01T18:56:14.665Z
i see how super thoughtful you are abt the [REDACTED] situation
- [REDACTED] 2018-06-01T18:59:16.447Z
ya, at first it was respect. now i feel bad for the guy and his inability to help himself... so...
- [REDACTED] 2018-06-01T19:01:11.798Z
[REDACTED] told me it is "better" in that [REDACTED] just defers to him more.
- [REDACTED] 2018-06-01T19:01:25.693Z
But when they interact, it's just as bad.

- [REDACTED] 2018-06-01T19:05:34.277Z

I noticed yesterday for small revenue issue they explicitly added [REDACTED]

- [REDACTED] 2018-06-01T19:58:07.606Z

That's good to hear [REDACTED] feels like he's earned [REDACTED] confidence.

- [REDACTED] 2018-06-01T20:34:06.394Z

Just had a great moment w/ [REDACTED]

- [REDACTED] 2018-06-01T20:34:16.157Z

He walks into the micro kitchen... to grab a snack...

- [REDACTED] 2018-06-01T20:35:15.599Z

The snack scoop is tethered to the lid, and the only place to put the lid is on top of the stack of shelves... which he does, but then the scoop doesn't reach...

- [REDACTED] 2018-06-01T20:35:57.199Z

He looks at me, and says w/ exasperation, "Is there no trust left!?"

- [REDACTED] 2018-06-01T20:36:50.280Z

I reply with, "If I see you taking that lid & scoop home with you and I'll turn you in. No questions asked."

- [REDACTED] 2018-06-01T20:38:00.376Z

Glad to see we're not the only ones who notice this nonsense... 😊

- [REDACTED] 2018-06-01T20:38:15.723Z

It's all this little stuff that kills companies

- [REDACTED] 2018-06-01T20:38:19.865Z

Not the existence of it

- [REDACTED] 2018-06-01T20:38:25.942Z

But the feeling of powerlessness

- [REDACTED] 2018-06-01T20:38:36.675Z

So ya cut the tether and show the bastards

- [REDACTED] 2018-06-01T20:38:41.229Z

totally

- [REDACTED] 2018-06-02T01:20:29.839Z

Why is [REDACTED] still part of DVAA all hands?

- [REDACTED] 2018-06-02T01:20:39.956Z

not that i care but curious why that is a thing

- [REDACTED] 2018-06-02T01:40:33.066Z

He's going to make sure you guys don't do anything funny with your scoops...

- [REDACTED] 2018-06-02T01:46:39.866Z

[REDACTED] you should join too ☺

- [REDACTED] 2018-06-02T17:31:24.962Z

<https://www.thecut.com/2018/05/how-anna-delvey-tricked-new-york.html>

- o <https://www.thecut.com/2018/05/how-anna-delvey-tricked-new-york.html>

- [REDACTED] 2018-06-02T17:31:32.709Z

Very interesting read

- [REDACTED] 2018-06-04T14:26:47.973Z

i tried to read but found it hard to care about this

- [REDACTED] 2018-06-04T14:27:27.237Z

i can however tell you that jeff bezos is my hero

- [REDACTED] 2018-06-04T14:27:31.824Z

he saved The Expanse!

- [REDACTED] 2018-06-04T14:27:33.105Z

woohoo

- [REDACTED] 2018-06-04T14:27:36.408Z

syfy had cancelled

- [REDACTED] 2018-06-04T14:28:22.806Z

Ya, I got 1/3 of the way through the link on the crazy lady... couldn't finish.

- [REDACTED] 2018-06-04T14:28:47.373Z

Have not seen expanse either... :)

- [REDACTED] 2018-06-04T14:29:01.625Z

last movie or tv show you saw [REDACTED]

- [REDACTED] 2018-06-04T14:29:11.646Z

Billions?

- [REDACTED] 2018-06-04T14:29:21.513Z

Imposters

- [REDACTED] 2018-06-04T14:29:27.431Z

i need one of you to start watching Billions to discuss the wuotes at least

- [REDACTED] 2018-06-04T14:29:37.134Z

Haven't seen billions

- [REDACTED] 2018-06-04T14:30:32.173Z

so apparently Lucky in Almaden is prototyping some program where robots come over to your house and deliver groceries

- [REDACTED] 2018-06-04T14:30:56.721Z

my friend saw it and posted a video and it was hot topic of discussion in a weekend party

- [REDACTED] 2018-06-04T14:31:14.462Z

Ha

- [REDACTED] 2018-06-04T14:31:18.323Z

which then lead to how close we are realistically to robots showing up in mainstream activities

- [REDACTED] 2018-06-04T14:32:02.199Z

i havent seen the almaden robot in action - saw the video though and it did deliver stuff but what i dont know is if someone was controlling it with a remote

- [REDACTED] 2018-06-04T14:32:30.426Z

Ya, it sucks

- [REDACTED] 2018-06-04T14:32:34.842Z

I'm sure of that

- [REDACTED] 2018-06-04T14:32:41.101Z

Just don't know how

- [REDACTED] 2018-06-04T14:32:46.175Z

:)

- [REDACTED] 2018-06-04T14:33:19.055Z

sure of what?

- [REDACTED] 2018-06-04T14:54:08.667Z

In what way the delivery robot sucks

- [REDACTED] 2018-06-04T15:08:30.462Z

i am all for robots

- [REDACTED] 2018-06-04T15:08:37.586Z

LOVED the new star wars movie - Solo

- [REDACTED] 2018-06-04T15:08:39.035Z

brilliant

- [REDACTED] 2018-06-04T15:08:42.561Z

esp the robot L3

- [REDACTED] 2018-06-04T15:13:13.064Z

Your bar seems "so low" 😊

- [REDACTED] 2018-06-04T15:13:45.940Z

Haven't seen the movie but heard it's their biggest commercial failure

- [REDACTED] 2018-06-04T15:14:36.167Z

That doesn't mean much though. I get there was SW fatigue. They were over milking the franchise

- [REDACTED] 2018-06-04T15:25:40.981Z

people are idiots

- [REDACTED] 2018-06-04T15:25:47.116Z

they insist on monks in robes

- [REDACTED] 2018-06-04T15:25:49.526Z

and jedi nonsense

- [REDACTED] 2018-06-04T15:25:52.431Z

this is more like indian jones

- [REDACTED] 2018-06-04T15:25:57.219Z

amazing acting by donald glover

- [REDACTED] 2018-06-04T15:26:02.118Z

and alden ehrenreich

- [REDACTED] 2018-06-04T15:37:59.915Z

my favorite part of what you said is - Indian Jones

- [REDACTED] 2018-06-04T15:38:16.462Z

actually East Indian Jones will be an amzing explorer

- [REDACTED] 2018-06-04T15:38:38.953Z

he is adventurous but also likes to stay close to home and enjoys home cooked meals in the evening

- [REDACTED] 2018-06-04T15:52:53.722Z

haha indiana

- [REDACTED] 2018-06-04T21:54:10.977Z

Sweet petootie, this is the worst meeting ever.

- [REDACTED] 2018-06-04T21:54:45.018Z

What meeting

- [REDACTED] 2018-06-04T21:54:58.211Z

PSSR Prep on measurement.

- [REDACTED] 2018-06-04T21:55:20.120Z

It went off the rails when [REDACTED] joined a meeting meant to be a prep for a [REDACTED] meeting 😊

- [REDACTED] 2018-06-04T21:56:15.682Z

That is amazing

- [REDACTED] 2018-06-04T21:56:21.109Z

That sounds fun 😊 Did he call out bs

- [REDACTED] 2018-06-04T21:56:22.709Z

For 15 minutes, [REDACTED] and [REDACTED] have been asking "how are we doing against the actual OKRs on 3P integration". They are getting answers like "we can add a section to the doc addressing <foo>". Instead of just getting the actual answer.

- [REDACTED] 2018-06-04T21:56:50.952Z

But no one knows (or wants to admit they know) what the OKR commitments are.

- [REDACTED] 2018-06-04T21:57:08.219Z

[REDACTED] is asking again for "just give me an off the cuff answer".

- [REDACTED] 2018-06-04T21:57:17.907Z

[REDACTED] had one of my all time favorite moments of bs calling for [REDACTED]

- [REDACTED] 2018-06-04T21:57:22.559Z

"Well some parts are ahead, some parts are behind"

- [REDACTED] 2018-06-04T21:57:37.218Z

Poor [REDACTED]

- [REDACTED] 2018-06-04T21:57:43.826Z

Lol

- [REDACTED] 2018-06-04T21:58:09.278Z

[REDACTED] is struggling to answer without admitting any non-perfection.

- **Updated on** 2018-06-04T21:58:16.128Z

[REDACTED] is struggling to answer without admitting any non-perfection.

- [REDACTED] 2018-06-04T21:59:08.210Z

This comes back to the harsh duality of high performing teams... psych safety is critical... unless you are sucking. Then, getting you off the team is critical

- [REDACTED] 2018-06-06T13:38:08.646Z

You heard what [REDACTED] asked [REDACTED] at some summit yesterday?

- [REDACTED] 2018-06-06T14:10:11.284Z

what??

- [REDACTED] 2018-06-06T14:10:23.377Z

also how come [REDACTED] gets to be in summits with [REDACTED]?

- [REDACTED] 2018-06-06T14:30:05.000Z

some gbo leadership thingy

- [REDACTED] 2018-06-06T14:30:09.982Z

apparently he asked how to do his job

- [REDACTED] 2018-06-06T14:30:13.605Z

well didnt ask it like that

- [REDACTED] 2018-06-06T14:30:20.526Z

but said how should we measure within walled gardens

- [REDACTED] 2018-06-06T14:31:10.936Z

did he then say that Google's biggest threat is coming from Adobe and we should do some martech

- [REDACTED] 2018-06-06T14:32:09.550Z

who knows

- [REDACTED] 2018-06-06T14:32:17.334Z

but man he's asked that question every year

- [REDACTED] 2018-06-06T14:32:19.707Z

what is WRONG WITH HIM

- [REDACTED] 2018-06-06T14:33:17.623Z

he is just a simple man, struggling in this World to get some love

- [REDACTED] 2018-06-06T14:40:20.493Z

so where is [REDACTED] going? Also there was a cryptic reference to some new person who was not named - who is it?

- [REDACTED] 2018-06-06T14:41:42.473Z

ya where is he going?

- [REDACTED] 2018-06-06T15:01:14.369Z

itp 2.0 will be brutal

- [REDACTED] 2018-06-06T15:01:37.066Z

yup

- [REDACTED] 2018-06-06T15:01:44.896Z

but we need to assume mozilla will follow

- [REDACTED] 2018-06-06T15:01:54.057Z

and stop chasing the cookie and doing something else imho

- [REDACTED] 2018-06-06T15:02:22.163Z

my current bet is on 1p serving

- [REDACTED] 2018-06-06T15:02:30.962Z

technically it is the most likely

- [REDACTED] 2018-06-06T15:03:01.841Z

mozilla has already mentioned they are doing something in their next announcement

- [REDACTED] 2018-06-06T15:06:15.044Z

i am also very curious what happens to idfa this Friday

- [REDACTED] 2018-06-06T15:17:18.003Z

During ITP 1.0, I was really worried Apple was fighting a web vs apps fight... and I think that's playing out further...

- [REDACTED] 2018-06-06T15:18:00.028Z

+1

- [REDACTED] 2018-06-06T15:18:38.216Z

But the real q, is how long should we defend the open web when users have abandoned it?

- [REDACTED] 2018-06-06T15:18:46.985Z

In general the fact that we depend on advertising and apple and Modzilla don't and even Microsoft to a large extent really shows in the approaches and solutions and how aggressively folks pursue them

- [REDACTED] 2018-06-07T05:21:35.240Z

Fantastic example of Uber's new CEO being the "old guy in the club: " Business Insider: Uber's 'have the D' is a decision-making strategy from Bain & Co. <http://www.businessinsider.com/uber-dara-khosrowshahi-have-the-d-strategy-bain-2018-6>

- <http://www.businessinsider.com/uber-dara-khosrowshahi-have-the-d-strategy-bain-2018-6>
- <http://www.businessinsider.com/uber-dara-khosrowshahi-have-the-d-strategy-bain-2018-6>
- [REDACTED] 2018-06-07T05:22:22.370Z

"Khosrowshahi wrote in the memo: "You may hear me say in meetings '[insert name] has the D here.' This is about being clear on who is the decision maker; I'd encourage you to do the same." Younger employees are somewhat confused by the phrase, which sounds like "getting the D," or slang for having sex."

- [REDACTED] 2018-06-07T14:40:19.016Z

@Aparna Pappu - looking forward to 1.5 hrs with or abt [REDACTED]?

- [REDACTED] 2018-06-07T14:48:50.971Z

Hahaha yes

- [REDACTED] 2018-06-07T17:15:05.914Z

Watching [REDACTED] get increasingly pissed with [REDACTED] But he seems to be weighing whether to start yelling or just give up

- [REDACTED] 2018-06-07T17:16:03.971Z

[REDACTED] "this slide has too much detail; summarize" [REDACTED] *reads the slide point by point*

- [REDACTED] 2018-06-07T17:17:51.422Z

Nice. He just blamed everything on adh and politely pointed out that [REDACTED] manages that.

- [REDACTED] 2018-06-07T17:18:06.140Z

Obviously [REDACTED] is not here

- [REDACTED] 2018-06-07T17:18:39.863Z

2 [REDACTED] from the same place and yet so different

- [REDACTED] 2018-06-07T17:19:25.276Z

Obviously you are the inferior one [REDACTED]

- [REDACTED] 2018-06-07T17:20:55.038Z

Totes

- [REDACTED] 2018-06-07T17:23:00.774Z

Just one example... [REDACTED] would never use "totes"

- [REDACTED] 2018-06-07T17:23:36.314Z

Glad [REDACTED] is seeing first hand what we already know

- [REDACTED] 2018-06-07T17:23:43.314Z

Wish he could send [REDACTED] a ding

- [REDACTED] 2018-06-07T17:23:47.685Z

For his stupid choices

- [REDACTED] 2018-06-07T17:40:40.604Z

[REDACTED] and I are solving world problems meanwhile

- [REDACTED] 2018-06-07T18:02:32.335Z

Which ones?

- [REDACTED] 2018-06-07T18:03:00.340Z

Hunger? Poverty? Disease?

- [REDACTED] 2018-06-07T18:06:45.696Z

[REDACTED]

- [REDACTED] 2018-06-07T18:25:02.379Z

there is this really funny joke i forget who cracked in this meeting

- [REDACTED] 2018-06-07T18:25:22.668Z

what Aparna and I lack in ML work we make up in [REDACTED] work - hahahahahahahahahahaha

- [REDACTED] 2018-06-07T18:26:06.194Z

Ya, it's a real head scratcher who would have come up with that joke... ;)

- [REDACTED] 2018-06-11T15:16:29.999Z

Wassup peeps

- [REDACTED] 2018-06-11T15:20:23.786Z

Hey

- [REDACTED] 2018-06-11T15:20:33.674Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:20:57.592Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:21:29.372Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:26:11.286Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:26:15.583Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:27:53.042Z

For the life of me, I still can't understand why they still have those weird stool-like chairs with a curved arm that rotate around...

- [REDACTED] 2018-06-11T15:28:03.740Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:42:46.084Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:42:52.140Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:43:38.986Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:44:01.730Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:46:05.628Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:46:46.955Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:47:04.360Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:47:07.349Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:47:33.932Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:49:04.176Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:50:26.885Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:51:29.942Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:51:38.671Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:51:46.167Z

Redacted - Privacy

- [REDACTED] 2018-06-11T15:53:54.412Z

Ya, thanks.

- [REDACTED] 2018-06-11T15:54:48.920Z

I read something recently along those lines, but more dark...

- [REDACTED] 2018-06-11T15:55:09.774Z

A guy was beginning his work as a pastor at a church...

- [REDACTED] 2018-06-11T15:56:15.007Z

The dude in charge said something like, "Always act as if the person you're speaking to is at the darkest moment of their life. In my experience, that's accurate about 40% time."

- [REDACTED] 2018-06-11T15:56:46.789Z

Could be overstating things.. but even if it's 20-25%... still sounds like good advice.

- [REDACTED] 2018-06-11T16:39:47.827Z

Redacted - Privacy

- [REDACTED] 2018-06-11T18:32:45.336Z

Yes indeed!

- [REDACTED] 2018-06-11T18:33:35.054Z

So I had a really weird email thread this weekend. A person on the team sends me really detailed questions about a the behavior of a subsystem.

- [REDACTED] 2018-06-11T18:34:23.869Z

Turned out she just does not like the person she was supposed to ask. I got a little snippy with her.

- [REDACTED] 2018-06-11T19:25:02.346Z

Wow. You are now playing communication proxy too 😊

- [REDACTED] 2018-06-11T19:25:21.302Z

btw, one of the top threads in Blind right now seems to have started from [REDACTED] move

- [REDACTED] 2018-06-11T20:01:16.233Z

that's exciting re: [REDACTED] move... what does it say?

- [REDACTED] 2018-06-11T20:01:50.853Z

I assume it's the usual... she left because of her punk manager? ;)

- [REDACTED] 2018-06-11T20:23:10.700Z

re:xiaodan it was actually the opposite (how i wish it was abt [REDACTED] - it suggested that her team had a lot of turnover and was warning YT folks and that then drifted into thread abt who is a good manager and turnovers ...

- [REDACTED] 2018-06-11T20:23:19.498Z

now i will gently kick [REDACTED] chair

- [REDACTED] 2018-06-11T20:23:31.462Z

he is not noticing

- [REDACTED] 2018-06-11T20:23:34.877Z

or reacting

- [REDACTED] 2018-06-11T20:23:41.259Z

I noticed.

- [REDACTED] 2018-06-11T20:23:52.841Z

I didn't notice...

- [REDACTED] 2018-06-11T20:23:57.135Z

please kick until *I* notice...

- [REDACTED] 2018-06-11T20:24:04.345Z

Her team had turnover only with low performers.

- [REDACTED] 2018-06-11T20:24:07.823Z

but thats because you are insensitive [REDACTED]

- [REDACTED] 2018-06-11T20:24:16.899Z

So the blind thread is warning please about [REDACTED]

- [REDACTED] 2018-06-11T20:24:56.074Z

ya, i'm confused... it was warning YT folks to not join [REDACTED] team? that's a weird thread... 😊

- [REDACTED] 2018-06-11T20:25:24.732Z

oh wait, did she go to yt?

- [REDACTED] 2018-06-11T20:25:32.961Z

ok... that will make this much more sensible... 😊

- [REDACTED] 2018-06-11T20:25:34.111Z

Blind is a weird platform in general

- [REDACTED] 2018-06-11T20:25:39.865Z

yes she is moving to YT

- [REDACTED] 2018-06-11T20:26:29.177Z

got it

- [REDACTED] 2018-06-11T20:26:36.397Z

still haven't noticed *any* chairs being kicked...

- [REDACTED] 2018-06-11T20:29:26.250Z

stop sitting on the problem [REDACTED] and do something abt it 😞

- [REDACTED] 2018-06-11T20:29:41.590Z

btw - obviously i have gotten myself involved in the GDPR T shirt caption thing

- [REDACTED] 2018-06-11T20:29:50.086Z

fair to say it should be a big part of my job

- [REDACTED] 2018-06-11T20:29:55.483Z

+1, that makes sense

- [REDACTED] 2018-06-11T20:30:12.700Z

my favorite right now is "GDPR - for consenting adults only"

- [REDACTED] 2018-06-11T20:30:15.658Z

I hope [REDACTED] delivers your caption correctly...

- [REDACTED] 2018-06-11T20:30:46.163Z

Apama and I gave [REDACTED] a hard time over the last 5 days

- [REDACTED] 2018-06-11T20:30:52.600Z

he is pretty unhappy with us for sure

- [REDACTED] 2018-06-11T20:31:42.927Z

time for 2 gentle kicks on [REDACTED] chair

- [REDACTED] 2018-06-11T20:37:30.314Z

why doesnt [REDACTED] attend any of the DBM reviews etc.

- [REDACTED] 2018-06-11T20:37:34.896Z

i heard he was planning to leave

- [REDACTED] 2018-06-11T20:37:38.923Z

is that official?

- [REDACTED] 2018-06-11T20:37:58.193Z

or just a guess?

- [REDACTED] 2018-06-11T20:39:22.994Z

wow never noticed [REDACTED] hair this closely

- [REDACTED] 2018-06-11T20:39:27.668Z

it is very curly

- [REDACTED] 2018-06-11T20:39:49.957Z

anyone wants more detailed analysis on this?

- [REDACTED] 2018-06-11T20:39:57.733Z

I wonder if it is the guy about to go on PIP or one of the other two who should be on PIP.

- [REDACTED] 2018-06-11T20:40:20.456Z

Judging by the dismissive use of the word "Chinese" I guess it is the guy about to go on PIP.

- [REDACTED] 2018-06-11T20:40:42.003Z

what kind of shampoo do you use [REDACTED]

- [REDACTED] 2018-06-11T20:40:49.514Z

am i making you feel awkward

- [REDACTED] 2018-06-11T20:41:27.476Z

Though he has always seemed like a decent guy, to me. I know he really despises [REDACTED] but he seemed basically well behaved.

- [REDACTED] 2018-06-11T20:43:08.683Z

Not at all. I shampoo only once a week and with a light shampoo after a sweaty workout. I use an organic dandruf control shampoo.

- [REDACTED] 2018-06-11T20:43:50.649Z

I do apply a hair softener after shampooing, and I use a little pomade (Badger, Navigator) daily.

- [REDACTED] 2018-06-11T20:43:58.609Z

Any other questions?

- [REDACTED] 2018-06-11T20:44:03.891Z
my hair starts curling as it grows and shampooing is a pain - hence always looking for recos
- [REDACTED] 2018-06-11T20:44:31.162Z
wow [REDACTED] leaving his role
- [REDACTED] 2018-06-11T20:45:00.006Z
i heard this might happen - didnt think it will happen this quickly
- [REDACTED] 2018-06-11T20:45:04.247Z
Here is the shampoo
https://www.amazon.com/gp/product/B0002JIHT0/ref=pe_2640190_232586610_pd_te_s_rp_im/143-4287716-1969324?_encoding=UTF8&pd_rd_i=B0002JIHT0&pd_rd_r=12GPG6DD1NTRPJT91FY&pd_rd_w=3o1nO&pd_rd_wg=MpBSs&pf_rd_i=email-ship-confirmation&pf_rd_m=ATVPDKIKX0DER&pf_rd_p=3227214142&pf_rd_r=12GPG6DD1NTRPJT91FY&pf_rd_s=email-ship-confirmation&pf_rd_t=40701
- https://www.amazon.com/gp/product/B0002JIHT0/ref=pe_2640190_232586610_pd_te_s_rp_im/143-4287716-1969324?_encoding=UTF8&pd_rd_i=B0002JIHT0&pd_rd_r=12GPG6DD1NTRPJT91FY&pd_rd_w=3o1nO&pd_rd_wg=MpBSs&pf_rd_i=email-ship-confirmation&pf_rd_m=ATVPDKIKX0DER&pf_rd_p=3227214142&pf_rd_r=12GPG6DD1NTRPJT91FY&pf_rd_s=email-ship-confirmation&pf_rd_t=40701
- [REDACTED] 2018-06-11T20:45:21.348Z
That picture is totally wrong!
- [REDACTED] 2018-06-11T20:48:27.544Z
Where did you hear about [REDACTED]?
- [REDACTED] 2018-06-11T20:49:48.096Z
From him
- [REDACTED] 2018-06-11T21:15:18.672Z
where is [REDACTED] going?
- [REDACTED] 2018-06-11T21:33:44.563Z
No idea
- [REDACTED] 2018-06-12T02:53:15.877Z
Wow I missed a lot!
- [REDACTED] 2018-06-12T02:53:21.991Z

I had to Google pomade

- [REDACTED] 2018-06-12T02:54:09.873Z

Interest shampoo pick not using tea tree oil shampoo?

- [REDACTED] 2018-06-12T02:54:32.937Z

Am still not on blind

- [REDACTED] 2018-06-12T02:54:39.607Z

The less I know the happier I am

- [REDACTED] 2018-06-12T02:59:05.805Z

They were saying some pretty shitty things about [REDACTED]

- [REDACTED] 2018-06-12T03:00:12.893Z

Funny thing about Blind

- [REDACTED] 2018-06-12T03:00:42.525Z

I informed Eisar and [REDACTED] about it and E started using it but I wasn't on it myself

- [REDACTED] 2018-06-12T03:01:45.706Z

But E assumed I was and started referencing it in our conversations. So I finally got it to keep up with the references

- [REDACTED] 2018-06-12T03:02:17.096Z

Mostly useless but some occasional insight

- [REDACTED] 2018-06-12T03:03:16.749Z

One occasional insight: "We have a lot of entitled b narcissists"

- [REDACTED] 2018-06-12T03:04:56.312Z

Haha

- [REDACTED] 2018-06-12T03:07:00.853Z

Huh, I'm kind of surprised [REDACTED] was so interesting to this crazy app community

- [REDACTED] 2018-06-12T03:07:23.000Z

As a subset of being surprised dvaa is interesting to them.

- [REDACTED] 2018-06-12T03:07:33.955Z

Except Eisar. I understand the interest in him

- [REDACTED] 2018-06-12T03:07:50.057Z

E is not DVAA any more

- [REDACTED] 2018-06-12T03:08:04.455Z

She's a Chinese woman, so the anti diversity crowd gets a poster child

- [REDACTED] 2018-06-12T03:08:12.168Z

So who is the next most interesting person [REDACTED]?

- [REDACTED] 2018-06-12T03:08:21.148Z

Beyond Eisar?

- [REDACTED] 2018-06-12T03:08:47.451Z

Hmm, he's pretty special

- [REDACTED] 2018-06-12T03:09:28.718Z

Urs is up there... he seems to volunteer for really tough town halls, then mostly underwhelm at them?

- [REDACTED] 2018-06-12T03:10:52.271Z

Let's put it this way. You are stuck is a deserted island and have a phone that can dial only one number (repeatedly) from DVAA. Whose number will you program it too?

- [REDACTED] 2018-06-12T03:11:13.394Z

Pretty unique phone ☺

- [REDACTED] 2018-06-12T03:11:16.652Z

He's as striking a mix of awesome and awful as eisar. Way less likable.

- [REDACTED] 2018-06-12T03:11:36.561Z

Urs I mean

- [REDACTED] 2018-06-12T03:12:26.727Z

Ya he traded credibility for likability...

- [REDACTED] 2018-06-12T03:14:13.735Z

Why am I calling someone from dvaa from an island?

- [REDACTED] 2018-06-12T03:14:34.663Z

That was for [REDACTED]

- [REDACTED] 2018-06-12T03:14:49.035Z

"Join me for some scuba diving"?

- [REDACTED] 2018-06-12T03:15:24.471Z

You are not calling anyone. You are in an island [REDACTED] - you have to worry about shampoo

- [REDACTED] 2018-06-12T04:03:38.151Z

Re: phone - I would call [REDACTED] - tell him his VP letter is with me on the island, I just need a way to get it to him. He would stop at nothing to find me.

- [REDACTED] 2018-06-12T04:04:24.719Z

That is a F####ing AWESOME answer

- [REDACTED] 2018-06-12T04:04:34.933Z

I literally burst out laughing

- [REDACTED] 2018-06-12T04:04:51.213Z

:)

- [REDACTED] 2018-06-12T18:01:06.239Z

how come [REDACTED] gets to come to these?

- [REDACTED] 2018-06-12T18:01:10.345Z

[REDACTED] does not invite [REDACTED]

- [REDACTED] 2018-06-12T18:01:53.781Z

How come we just had to waste 30 minute in the lobby...

- [REDACTED] 2018-06-12T18:02:19.806Z

its good to be remote

- [REDACTED] 2018-06-12T18:02:47.798Z

Seriously? Dial in was fine but they shunted us out?

- [REDACTED] 2018-06-12T18:02:54.297Z
no no
- [REDACTED] 2018-06-12T18:03:02.102Z
Oh I see. Just less wasted time.
- [REDACTED] 2018-06-12T18:03:02.798Z
i meant i stayed in huddle and hung up
- [REDACTED] 2018-06-12T18:05:38.454Z
i like [REDACTED]
- [REDACTED] 2018-06-12T18:06:40.927Z
net provides great clarity
- [REDACTED] 2018-06-12T18:41:13.400Z
[REDACTED] goes to google leads? how?why?
- [REDACTED] 2018-06-12T18:42:32.776Z
Yes, walks, probably a side deal to keep him from leaving when [REDACTED] the job he wanted
- [REDACTED] 2018-06-12T19:03:19.846Z
this is going to be a snooze
- [REDACTED] 2018-06-12T19:05:14.021Z
goddamn preamble
- [REDACTED] 2018-06-12T19:05:18.010Z
get on with it you people
- [REDACTED] 2018-06-12T19:06:00.762Z
do indians count as asians?
- [REDACTED] 2018-06-12T19:37:15.045Z
Yes.
- [REDACTED] 2018-06-12T21:44:31.038Z
what about egyptians? are they african?

- [REDACTED] 2018-06-12T22:13:51.383Z
i'd say no right?
- [REDACTED] 2018-06-12T22:13:53.858Z
middle eastern?
- [REDACTED] 2018-06-12T22:15:06.315Z
So all the countries around Egypt, on the continent of Africa... Africans. But Egypt is a carve out?
- [REDACTED] 2018-06-12T22:20:21.675Z
ya i think so
- [REDACTED] 2018-06-12T22:20:24.698Z
what abou lebanon?
- [REDACTED] 2018-06-12T22:20:46.950Z
sorry libya
- [REDACTED] 2018-06-12T22:20:51.057Z
thoughts?
- [REDACTED] 2018-06-12T22:23:21.699Z
I cant believe this conversation is initiated by someone who doesn't even acknowledge the Eastern part of her own country 😊
- [REDACTED] 2018-06-12T22:23:48.656Z
Haha
- [REDACTED] 2018-06-12T22:23:55.419Z
Back to that are we?
- [REDACTED] 2018-06-12T22:25:32.346Z
I don't like carveouts... I'm sticking w/ african.
- [REDACTED] 2018-06-12T22:26:13.813Z
re: lebanon... once you're past syria, I think you're in middle east territory
- [REDACTED] 2018-06-12T22:26:26.009Z

sorry cairo

- [REDACTED] 2018-06-12T22:26:57.622Z

let's call the border the suez canal... ?

- [REDACTED] 2018-06-12T22:27:20.318Z

Yeah. I am a geographic purist

- [REDACTED] 2018-06-12T22:27:47.309Z

That is why I consider Indians to be Asians

- [REDACTED] 2018-06-12T22:33:46.202Z

Ok works for me

- [REDACTED] 2018-06-12T22:33:56.774Z

Would you call Russians Asians btw?

- [REDACTED] 2018-06-12T22:38:58.762Z

No, that would be crazy talk.

- [REDACTED] 2018-06-12T22:38:59.936Z

;))

- [REDACTED] 2018-06-12T22:39:44.967Z

I believe a similar exception is made for them as is made for "middle-eastern" ... they're "eastern-european" right?

- [REDACTED] 2018-06-12T22:40:04.017Z

weird that we don't respect the N/S border really on these boundaries... agree w/ that. 😊

- [REDACTED] 2018-06-12T22:40:35.379Z

pretty sure it's either skin color or religion that's keeping score here... not sure which is dominating...?

- [REDACTED] 2018-06-12T22:48:17.420Z

Geographically Russia is asia

- [REDACTED] 2018-06-12T22:48:17.853Z

So no carveouts

- [REDACTED] 2018-06-12T22:49:20.270Z

damn it

- [REDACTED] 2018-06-13T18:11:02.142Z

interesting read

- [REDACTED] 2018-06-13T18:11:03.175Z

- [REDACTED]

- [REDACTED] 2018-06-13T19:08:01.885Z

So staff disappeared

- [REDACTED] 2018-06-13T19:12:15.061Z

Yes. Had only one topic, and the update was not significant

- [REDACTED] 2018-06-13T19:12:27.884Z

H2 staffing

- [REDACTED] 2018-06-13T19:12:32.188Z

wow that epitaph mentions [REDACTED]

- [REDACTED] 2018-06-13T19:13:19.061Z

"update from [REDACTED]". But he only talked with [REDACTED] for ~5 min about that

- [REDACTED] 2018-06-13T19:13:45.589Z

So we could have met to hear "no hard today, but things will be tight". No thanks

- [REDACTED] 2018-06-13T19:19:50.171Z

fascinating <https://www.nytimes.com/interactive/2018/06/13/upshot/boys-girls-math-reading-tests.html>

- <https://www.nytimes.com/interactive/2018/06/13/upshot/boys-girls-math-reading-tests.html>

- [REDACTED] 2018-06-13T19:45:17.058Z

ok ABCs you are all in the know now and NO ONE can share - i am going to kick myself for saying it but VEGAS RULES APPLY

- [REDACTED] 2018-06-13T19:46:56.455Z

I'm posting it on Twitter though

- [REDACTED] 2018-06-13T19:49:04.718Z
omg your twitter handle is hilarious
- [REDACTED] 2018-06-13T19:49:06.648Z
its like ABCs
- [REDACTED] 2018-06-13T19:49:12.583Z
[REDACTED]
- [REDACTED]
- [REDACTED] 2018-06-13T19:49:15.492Z
and i quote
- [REDACTED] 2018-06-13T19:49:27.319Z
"and then the sheep proposed to his girlfriend by saying "wool you marry me"?"
- [REDACTED] 2018-06-13T19:49:30.336Z
or this gem
- [REDACTED] 2018-06-13T19:49:39.681Z
"40 char limit can lead to exciting short stories that stop at crucial points. e.g. He had to choose between Rita & Rina, and he married Ri"
- [REDACTED] 2018-06-13T19:51:06.012Z
i thought we explicitly discussed you wont share that !!!
- [REDACTED] 2018-06-13T19:52:10.450Z
no we did not!
- [REDACTED] 2018-06-13T19:52:14.125Z
you said this is my handle
- [REDACTED] 2018-06-13T19:52:16.859Z
and no one knows
- [REDACTED] 2018-06-13T19:52:41.669Z
you were on a roll 8 years ago
- [REDACTED] 2018-06-13T19:57:33.765Z

yes and then i figured G+ is what i should invest my social attention to 😊

- [REDACTED] 2018-06-13T19:59:01.245Z

thats VP material right there

- [REDACTED] 2018-06-14T15:04:21.875Z

Two totally separate morning thoughts for ABCs... #1 - I read a funny paper yesterday, that was basically a numerical simulation of basic promo algorithms and their impact on an org assuming (1) the Peter Principle was mostly true (2) the notion of your job success at level N is very well predicted by your success at level N-1.

- [REDACTED] 2018-06-14T15:07:31.077Z

The headline conclusions from the paper are exactly what you'd expect... if your perf is independent from one level to the next, promoting the top performers is a terrible idea because you're moving them from a job they do well. Thus, your best strategy is to promote the worst performers at any level... because the next job is a new draw from the bag of perf marbles so they're unlikely to do much worse on the new job.

- [REDACTED] 2018-06-14T15:08:15.514Z

And if the perf between two levels is highly correlated, promoting top performers is a good strategy.

- [REDACTED] 2018-06-14T15:08:23.869Z

So far... so what.

- [REDACTED] 2018-06-14T15:09:36.575Z

The more interesting result to me, was how random promotions fared

- [REDACTED] 2018-06-14T15:10:58.451Z

wow

- [REDACTED] 2018-06-14T15:10:59.907Z

share paper

- [REDACTED] 2018-06-14T15:11:12.098Z

btw does this august group have good go to material for a noob

- [REDACTED] 2018-06-14T15:11:14.288Z

on NLP

- [REDACTED] 2018-06-14T15:11:18.513Z

and where would you point me

- [REDACTED] 2018-06-14T15:11:21.713Z

So my conclusion was the following...

- [REDACTED] 2018-06-14T15:13:05.407Z

Between two levels, there are elements that are correlated and elements that are new. IOW - both hypothesis are true to some extent. In the real world what we do is give people a chance to try their hand at the new skillset, and if they pass the proxy test, we consider them ready for promo.

- [REDACTED] 2018-06-14T15:13:51.593Z

The "give them a chance" element is where I think we would actually benefit from employing the random strategy more often than we do...

- [REDACTED] 2018-06-14T15:14:19.612Z

Would love other thoughts on it though...

- [REDACTED] 2018-06-14T15:15:34.599Z

- [REDACTED]
- [REDACTED] 2018-06-14T15:23:55.549Z

What do you want to know about NLP?

- [REDACTED] 2018-06-14T15:24:19.386Z

I have a few favorites.. :) my first start-up did something very near to that field

- [REDACTED] 2018-06-14T15:25:30.013Z

so tell me what you'd do to auto correct for grammar

- [REDACTED] 2018-06-14T15:48:41.772Z

so the thing with the paper is this line is wrong for mgmt types beyond a certain level "usually because the tasks of the levels are very different to each other."

- [REDACTED] 2018-06-14T15:48:47.935Z

I think at some size of group you are managing

- [REDACTED] 2018-06-14T15:49:14.085Z

i assume in eng you are already thinking about WHAT to build and WHY and not just htc building of it

- [REDACTED] 2018-06-14T15:49:27.599Z

dont you just expand the universe you operate in with wider and wider circles

- [REDACTED] 2018-06-14T15:49:29.182Z

from then on?

- [REDACTED] 2018-06-14T15:50:14.722Z

Ya, that's why I think the reality is in between... there's some part of the job at level N+1 that is new/unique, and some part is overlap

- [REDACTED] 2018-06-14T15:50:38.960Z

Like I said, the paper was kind of silly

- [REDACTED] 2018-06-14T15:50:41.257Z

:)

- [REDACTED] 2018-06-14T15:50:43.915Z

ya

- [REDACTED] 2018-06-14T15:50:51.597Z

btw B &S, C also knows my news

- [REDACTED] 2018-06-14T15:50:55.277Z

re DVAA

- [REDACTED] 2018-06-14T15:50:58.951Z

and moving on

- [REDACTED] 2018-06-14T15:51:24.665Z

This group is now truly cross PA

- [REDACTED] 2018-06-14T15:51:47.108Z

Whoa

- [REDACTED] 2018-06-14T15:51:51.434Z

Ya

- [REDACTED] 2018-06-14T15:52:01.011Z

Times are sure a changing

• [REDACTED] 2018-06-14T15:52:09.617Z

I say we bring back [REDACTED] and also send a note that she is L9 to welcome her

• [REDACTED] 2018-06-14T15:52:46.671Z

Lol

• [REDACTED] 2018-06-14T15:57:58.133Z

Man. So I have a lot going through my mind right now... how is [REDACTED] taking it? [REDACTED] ... you're losing one of the good ones... but is there up-side in breaking down walls here?

• [REDACTED] 2018-06-14T15:58:42.086Z

A - did [REDACTED] yell at you, or break down crying? Both is obviously an option.

• [REDACTED] 2018-06-14T15:59:33.866Z

I have a whole string of 1:1's now... ugh... will try to pay attention later

• [REDACTED] 2018-06-14T15:59:40.944Z

My read is everyone week be upset that A is leaving. Not only is she among the good ones but also one who acts as a glue in many cases

• [REDACTED] 2018-06-14T16:00:27.781Z

Ya, that sounds right

• [REDACTED] 2018-06-14T16:01:00.383Z

As ironic as it sounds ... Losing a glue can lead to sticky situations 😊

• [REDACTED] 2018-06-14T16:01:34.295Z

That's not ironic...

• [REDACTED] 2018-06-14T16:01:41.084Z

.... it's tacky

• [REDACTED] 2018-06-14T16:02:55.428Z

One man's tacky is another man's ironic ... I think Einstein said that or maybe it was Eisar 😊

• [REDACTED] 2018-06-14T16:03:36.370Z

Anyway I do feel that As move after Es move will lead to folks in the org going through she entropy

• [REDACTED] 2018-06-14T16:03:53.071Z

So they should fix for long term stability

- [REDACTED] 2018-06-14T16:38:46.527Z

no [REDACTED] does no know - no one else will know until June 29

- [REDACTED] 2018-06-14T16:38:55.914Z

just officially [REDACTED]

- [REDACTED] 2018-06-14T16:39:33.269Z

on the plus side now we can have cross PA gossip

- [REDACTED] 2018-06-15T16:51:11.668Z

I thought it might be [REDACTED] defending [REDACTED] on Blind.

- [REDACTED] 2018-06-15T16:51:17.216Z

Turns out it was not.

- [REDACTED] 2018-06-15T16:52:25.064Z

I do want to know what douche is posting as [REDACTED]

- [REDACTED] 2018-06-15T16:53:00.159Z

Probably [REDACTED]?

- [REDACTED] 2018-06-15T16:53:20.866Z

:)

- [REDACTED] 2018-06-15T16:53:25.343Z

lol

- [REDACTED] 2018-06-15T16:53:49.316Z

He posts as [REDACTED]

- [REDACTED] 2018-06-15T16:54:30.442Z

Ha

- [REDACTED] 2018-07-09T18:08:52.813Z

whatever happened to this group?

- [REDACTED] 2018-07-09T18:36:51.698Z

I got wet

• [REDACTED] 2018-07-09T18:36:56.767Z

And Aparna got [REDACTED]

• [REDACTED] 2018-07-09T18:37:19.163Z

??!!!!?

• [REDACTED] 2018-07-09T18:37:22.187Z

oh

• [REDACTED] 2018-07-09T18:37:24.410Z

vacation

• [REDACTED] 2018-07-09T18:37:25.638Z

ok phew

• [REDACTED] 2018-07-09T19:40:09.443Z

i ate a lot

• [REDACTED] 2018-07-09T19:40:20.679Z

i have gained 3.5 lbs in the past 2.5 weeks

• [REDACTED] 2018-07-09T19:53:48.653Z

I am relearning math

• [REDACTED] 2018-07-09T19:54:30.238Z

Everyone around here is super serious about their math.

• [REDACTED] 2018-07-09T20:00:40.822Z

what are you learning from

• [REDACTED] 2018-07-09T20:00:59.329Z

i want to go back and do stats again - what's a good resource

• [REDACTED] 2018-07-09T20:04:14.494Z

Sorry, just mostly drafting off of a dude i'm working with... and then doing lots of "homework" and google searches.

- [REDACTED] 2018-07-09T20:04:36.789Z

I have literally a notepad full of scrawl from me trying to say something intelligent w/ pretty basic stuff... it's not pretty ☺

- [REDACTED] 2018-07-09T20:06:09.391Z

But these new people don't take my usual approach, "this stuff is crazy talk, how do you deal w/ these two 'thought experiments'" very well... ☺

- [REDACTED] 2018-07-09T20:06:16.501Z

they want things to be more 'thought through'

- [REDACTED] 2018-07-09T20:06:18.704Z

'polished'

- [REDACTED] 2018-07-09T20:06:23.176Z

'coherent'

- [REDACTED] 2018-07-09T20:06:27.273Z

it's total bs... ;)

- [REDACTED] 2018-07-09T20:07:21.266Z

Ooh... I'm drafting a "two pager" on describing "why robotics is hard" ... would love feedback from this group when i'm done... totally.

- [REDACTED] 2018-07-09T20:12:17.833Z

i saw I Robot - they seemed to have robotics all solved

- [REDACTED] 2018-07-09T20:12:30.293Z

Will Smith fought them

- [REDACTED] 2018-07-09T20:16:00.985Z

did he win?

- [REDACTED] 2018-07-09T20:17:00.698Z

Will Smith always wins

- [REDACTED] 2018-07-09T20:17:19.990Z

i once made the observation to a friend that Will Smith has fought maximum things in movies

- [REDACTED] 2018-07-09T20:17:29.838Z

Aliens (MIB, IDay)

- [REDACTED] 2018-07-09T20:17:46.099Z

Coyboys (Wild Wild West)

- [REDACTED] 2018-07-09T20:17:46.912Z

sounds like we still have work to do then... ;)

- [REDACTED] 2018-07-09T20:17:54.713Z

Robots (I Robot)

- [REDACTED] 2018-07-09T20:18:40.230Z

Zombies (I am legend)

- [REDACTED] 2018-07-09T20:18:46.744Z

Sharks (Shark Tale)

- [REDACTED] 2018-07-09T20:19:02.806Z

Superheeroes (Hancock, Suicide Squad)

- [REDACTED] 2018-07-09T20:19:10.034Z

Pugilists (Ali)

- [REDACTED] 2018-07-09T20:19:32.835Z

Poverly (Pursuit to Happiness)

- [REDACTED] 2018-07-09T20:20:01.817Z

Allergies (Hitch)

- [REDACTED] 2018-07-09T20:20:05.205Z

I can go on 😊

- [REDACTED] 2018-07-09T21:05:34.713Z

k... my 2 pager is 4 pages... ;)

- [REDACTED] 2018-07-09T21:05:52.718Z

first draft done, would love all of your feedback on it... any comments/criticisms welcome!

- [REDACTED] 2018-07-09T21:05:56.685Z

○
○

- [REDACTED] 2018-07-10T13:00:29.381Z

Folks got the ultimate email from [REDACTED]

- [REDACTED] 2018-07-10T13:00:31.866Z

part insult

- [REDACTED] 2018-07-10T13:00:44.249Z

"Sad to see you go Aparna. I always found your thoughtful contrarians views valuable"

- [REDACTED] 2018-07-10T14:20:10.822Z

Ha

- [REDACTED] 2018-07-10T14:38:28.009Z

So this is going down now? Did email get sent yesterday or today?

- [REDACTED] 2018-07-10T15:22:18.366Z

Live from.new york

- [REDACTED] 2018-07-10T15:22:36.942Z
- Image 20180710_1122198598877683115962815.jpg
- [REDACTED] 2018-07-10T15:27:32.688Z

How's their patter?

- [REDACTED] 2018-07-10T15:28:04.849Z

Question came up re buyside quality team

- [REDACTED] 2018-07-10T15:28:12.506Z

And what that means for collaboration with sellside

- [REDACTED] 2018-07-10T15:28:54.287Z

Odd. Why would that change related to this?

- [REDACTED] 2018-07-10T15:29:14.778Z

[REDACTED] worried

• [REDACTED] 2018-07-10T15:29:45.030Z

Well that's fair, but this reorg is not related

• [REDACTED] 2018-07-10T15:31:49.965Z

Since I am still skeptical about Drs, and our traffic is going first price one way or the other which will squeeze RPO.

• [REDACTED] 2018-07-10T15:32:05.901Z

But it's not org structure doing either of those things

• [REDACTED] 2018-07-10T15:33:00.580Z

More importantly, why are you dodging the question about [REDACTED] stage chemistry.

• [REDACTED] 2018-07-10T15:34:08.187Z

Good banter

• [REDACTED] 2018-07-10T15:38:09.629Z

So now can I leak to [REDACTED]?

• [REDACTED] 2018-07-10T15:43:20.866Z

[REDACTED] already knew... that is the way of the [REDACTED]

• [REDACTED] 2018-07-10T15:43:25.316Z

• [REDACTED] 2018-07-10T15:43:36.594Z

But he didn't tell me.

• [REDACTED] 2018-07-10T15:43:39.243Z

That jerk!

• [REDACTED] 2018-07-10T15:45:57.560Z

BTW - how did this end up going?

• [REDACTED] 2018-07-10T15:46:12.926Z

Maybe fwd me the email?

• [REDACTED] 2018-07-10T15:46:48.409Z

(Aparna+1 [REDACTED])

• [REDACTED] 2018-07-10T15:46:57.650Z

• [REDACTED] 2018-07-10T15:47:02.055Z

No other changes now.

• [REDACTED] 2018-07-10T15:47:06.548Z

Got it

• [REDACTED] 2018-07-10T15:47:39.426Z

[REDACTED] really wants to split up DBM when [REDACTED] leaves, give FE to [REDACTED], leave the rest with [REDACTED]

• [REDACTED] 2018-07-10T15:47:59.249Z

I'd rather not split it, I am not sure [REDACTED] can keep the FE folks together remotely.

• [REDACTED] 2018-07-10T15:47:59.572Z

Huh, ok

• [REDACTED] 2018-07-10T15:48:24.083Z

Makes sense

• [REDACTED] 2018-07-10T15:48:39.659Z

"What if I can find something else for [REDACTED]" "No I am seriously not solving for [REDACTED] I think this is best"

• [REDACTED] 2018-07-10T15:48:47.641Z

So... remarketing+re-engagement is next, ya?

• [REDACTED] 2018-07-10T15:49:03.027Z

Those should be the same group

• [REDACTED] 2018-07-10T15:49:05.291Z

I have a bunch of shit to work through there.

• [REDACTED] 2018-07-10T15:50:15.115Z

Shit work == growing another [REDACTED] biz for Google... :)

• [REDACTED] 2018-07-10T15:50:25.161Z

Honestly bidding is the harder part, and I may ask your advice. I don't feel like Sam alone (with no other top tier delegates) can keep up. But I don't want to break him.

• [REDACTED] 2018-07-10T15:51:09.924Z

Remember, reengagement runs on g.com...! :)

• [REDACTED] 2018-07-10T15:51:47.522Z

Sure, but that's the benefit of putting more under you... you can help him find some delegates, right?

• [REDACTED] 2018-07-10T15:51:54.557Z

Oh yeah, I already told [REDACTED] we need to find a way to (1) accelerate, (2) realign with the strongest parts of his team, (3) make room for [REDACTED] to help.

• [REDACTED] 2018-07-10T15:52:56.067Z

It is hard to get as much firepower as I want with only delegates who I can move under Sam.

• [REDACTED] 2018-07-10T15:53:16.169Z

Big growth opp for [REDACTED]. he will want to run over everyone calling them stupid... hopefully he can figure out how to avoid that. :)

• [REDACTED] 2018-07-10T15:53:49.340Z

What kind of stuff are you trying to accomplish, exactly?

• [REDACTED] 2018-07-10T15:53:59.876Z

I'll keep him on a leash.

• [REDACTED] 2018-07-10T15:54:11.050Z

Maybe I'm underestimating your grand vision

• [REDACTED] 2018-07-10T15:54:40.893Z

For bidding the TLDR is that Sam's team with 25 people is trying to do everything [REDACTED] has 55 people on, including multiple L7 delegates. Some examples:

• [REDACTED] 2018-07-10T15:56:09.824Z

(take with a grain of salt, i need to deep dive with Sam, [REDACTED] to be sure) - Cold start trouble is apparently still a big thing. - ROAS needs to work better for reengagement, and maybe elsewhere. - Monitoring is improving but still well below [REDACTED]

• [REDACTED] 2018-07-10T15:56:25.936Z

Does this smell wrong to you?

- [REDACTED] 2018-07-10T15:58:12.782Z

Sissie really does not want to put UAC dollars on 3rd party supply. Unless I find a reason to argue it, that at least removes one big chunk of complexity.

- [REDACTED] 2018-07-10T15:58:23.316Z

Sounds right, I'm just not seeing anything that a couple T6's can't do with a few support folks.

- [REDACTED] 2018-07-10T15:59:04.759Z

Maybe. I'm not going to shoot off any decrees without knowing more.

- [REDACTED] 2018-07-10T15:59:08.268Z

IOW - you already have the contribution from [REDACTED] on coming up with the ways to do the monitoring.. you just need it executed again, right?

- [REDACTED] 2018-07-10T15:59:57.774Z

I believe that's a fair statement.

- [REDACTED] 2018-07-10T16:00:25.187Z

Oh this discussion reminds me of a cool thing.

- [REDACTED] 2018-07-10T16:01:18.994Z

Cold start has opp for innovation, but it has a few pieces that can just be done. Sam's already got some cool ideas here... just lack of bandwidth not genius in that area.

- [REDACTED] 2018-07-10T16:01:40.406Z

Also, it's impact is meh... this is still a bit overblown on impact

- [REDACTED] 2018-07-10T16:02:00.197Z

And could be leapfrogged with fix CPA as well

- [REDACTED] 2018-07-10T16:02:17.032Z

I don't doubt that Sam can solve all these problems well. I do doubt that just giving him the body count will scale.

- [REDACTED] 2018-07-10T16:02:27.931Z

Apparent fCPA cuts 50-day churn on SDC by half, compared to tCPA. Gonna ask [REDACTED] to see if he can poke any holes in the proposition that it may be good for UAC.

• [REDACTED] 2018-07-10T16:02:50.709Z

?

• [REDACTED] 2018-07-10T16:03:00.357Z

Everyone in apps loves the idea of fcpa

• [REDACTED] 2018-07-10T16:03:04.496Z

No sales job needed

• [REDACTED] 2018-07-10T16:03:59.760Z

Huh. OK. I got more of a "sounds great, but we have more impactful stuff to prioritize".

• [REDACTED] 2018-07-10T16:04:21.899Z

I agree with you too. Sam needs help beyond bodies... but I think you were concerned the "lead" level help he needed was T8 rather than T6-T7

• [REDACTED] 2018-07-10T16:05:03.059Z

I assume those conversations were based on an environment where we had 80 people rather than access to 400? :)

• [REDACTED] 2018-07-10T16:07:08.540Z

Right, we can have [REDACTED] package the risk mitigation stuff for UAC. The actual bidding system work is a lot more because of cross stack complexities, but it is not needed to make fcpa basically work.

• [REDACTED] 2018-07-10T16:07:39.363Z

Yep

• [REDACTED] 2018-07-10T16:07:47.094Z

Also, it is fair to say you should calibrate your expectations from the sdc example...

• [REDACTED] 2018-07-10T16:08:27.056Z

We dealt with the possibility of churn by removing all other Google alternatives, rather than fix the product... :)

• [REDACTED] 2018-07-10T16:09:02.909Z

So there are still wins to be had, but it's smaller

• [REDACTED] 2018-07-10T16:09:19.116Z

On your earlier point, we can certainly stick most-L6/low-L7 straight under Sam if there are loose people with the right skills.

- [REDACTED] 2018-07-10T16:09:35.925Z

There should be wins. Aren't we still consistently getting a lower share of wallet than FB?

- [REDACTED] 2018-07-10T16:11:01.402Z

OK, this predictive email writing is better than I expected.

- [REDACTED] 2018-07-10T16:12:12.511Z

I thought the dissonance of "interrupting" my writing to see what is suggested, stop what I am doing, hit tab, would kill the utility. But I am using it and it works.

- [REDACTED] 2018-07-10T16:13:16.399Z

Why am I getting congratulation emails? Seems like such an odd thing to say.

- [REDACTED] 2018-07-10T16:15:06.848Z

Two POVs... 1 - your org has gained bodies, that is a congratulatory event by people who don't know any better. 2 - you're now a primary player in apps, which is a congratulatory event if you're on the apps side or a google shareholder. 😊

- [REDACTED] 2018-07-10T16:16:04.358Z

now *jim's* inbox being full of congrats would make no sense... his new boss is a loon and he has to deal w/ you even more than he did before.

- [REDACTED] 2018-07-10T16:16:18.515Z

Getting more into Apps, and getting to work with Play are legit positives, that's true.

- [REDACTED] 2018-07-10T16:16:27.053Z

I wasn't going easy on [REDACTED] before 😊

- [REDACTED] 2018-07-10T16:16:31.514Z

and g.com 😊

- <http://g.com>

- [REDACTED] 2018-07-10T16:16:34.794Z

you own apps on g.com

- <http://g.com>

- [REDACTED] 2018-07-10T16:16:37.412Z

that's a thing

- [REDACTED] 2018-07-10T16:16:39.962Z

unless they take it

- [REDACTED] 2018-07-10T16:16:48.229Z

which means they will have to go through [REDACTED] so less likely

- [REDACTED] 2018-07-10T16:16:52.779Z

I know that it is. I just didn't list it under positives 😊

- [REDACTED] 2018-07-10T16:17:06.261Z

. :)

- [REDACTED] 2018-07-10T16:17:17.238Z

Horray, more time with [REDACTED] I *win*.

- [REDACTED] 2018-07-10T16:18:09.071Z

If [REDACTED] leaves, what do you think. [REDACTED] (great choice, but high risk to DBM) or [REDACTED] Or dark-horse TBD?

- [REDACTED] 2018-07-10T16:18:17.050Z

also, btw, I will make a plea that you give up on the idea that you need to wait for L6/low-L7's to "be loose" is a trap... move the right folks under sam asap and figure out how to backfill them with whoever comes "loose" ... 😊

- [REDACTED] 2018-07-10T16:19:01.788Z

I was going to go with Brett Kavanaugh as my succession plan for [REDACTED], but he got another offer.

- [REDACTED] 2018-07-10T16:19:17.532Z

[REDACTED] is pretty likely to leave... i think timing is important

- [REDACTED] 2018-07-10T16:20:12.523Z

i guess he'll leave fast...

- [REDACTED] 2018-07-10T16:20:15.410Z

shoot, hmm

- [REDACTED] 2018-07-10T16:20:22.295Z

I don't think I can have [REDACTED] do both DBM and Apps.

- [REDACTED] 2018-07-10T16:20:45.102Z

well, one sec

- [REDACTED] 2018-07-10T16:20:54.122Z

if you put someone like [REDACTED] in charge of re-engagement...

- [REDACTED] 2018-07-10T16:20:56.361Z

[REDACTED] has play

- [REDACTED] 2018-07-10T16:21:23.557Z

consider putting [REDACTED] under [REDACTED] (to consolidate play)

- [REDACTED] 2018-07-10T16:21:40.805Z

then you have an infra team left under [REDACTED]

- [REDACTED] 2018-07-10T16:22:26.208Z

said another way...

- [REDACTED] 2018-07-10T16:22:28.626Z

I need something sensible for [REDACTED] though. I know he might just leave - he may expect he is [REDACTED] designated successor and take it hard when he is not. I worry that having him as a "loose" infra team lead will be a lame.

- [REDACTED] 2018-07-10T16:22:57.098Z

agree it will cross his mind, but he won't think it's "obvious"

- [REDACTED] 2018-07-10T16:23:05.134Z

also agree he needs a real job

- [REDACTED] 2018-07-10T16:23:29.241Z

If I lose [REDACTED] or [REDACTED] I can combine their core jobs.

- [REDACTED] 2018-07-10T16:24:14.325Z

my point is this... my old job... had two components...

- [REDACTED] 2018-07-10T16:24:32.135Z

one was [REDACTED] eng partner" - which is where I got all into the biz and strategy stuff

- [REDACTED] 2018-07-10T16:24:55.266Z

the other was eng manager to deliver apps features + quality

- [REDACTED] 2018-07-10T16:25:20.206Z
if you want the former job [REDACTED] then the job you're offering someone isn't quite the same as the one I had...
- [REDACTED] 2018-07-10T16:25:46.365Z
... so now, with self-sufficient leads, it's not actually that taxing an effort.
- [REDACTED] 2018-07-10T16:25:51.610Z
You mean if I keep that part for myself?
- [REDACTED] 2018-07-10T16:25:54.865Z
ya
- [REDACTED] 2018-07-10T16:26:06.312Z
I'll do that if I need to, definitely an option.
- [REDACTED] 2018-07-10T16:26:51.007Z
But if I can get an awesome person do it, while I sit back and sip scotch (or deal with some other more broken stuff), that's preferable.
- [REDACTED] 2018-07-10T16:27:21.996Z
That's where [REDACTED] is the "best" choice, if I am willing to throw DBM under the bus.
- [REDACTED] 2018-07-10T16:27:34.587Z
Isn't dvaa throwing dbm under the bus?
- [REDACTED] 2018-07-10T16:29:04.692Z
Maybe, to be seen. But running it into an iceberg now would still be costly.
- [REDACTED] 2018-07-10T16:29:51.319Z
by what metric? lack of losses accumulated? ☺
- [REDACTED] 2018-07-10T16:31:23.279Z
The other counter argument is that [REDACTED] is no slouch, and could step up considerably.
- [REDACTED] 2018-07-10T16:31:46.954Z
yep
- [REDACTED] 2018-07-10T16:33:14.078Z

This may all be premature. [REDACTED] may decide to leave and then not find anything internal, and realize how well Google pays.

• [REDACTED] 2018-07-10T16:33:21.199Z

Or could even decide not to leave.

• [REDACTED] 2018-07-10T16:33:45.498Z

I told him honestly what I thought he needed for VP yesterday. I think he appreciated the honesty, but did not appreciate the answer.

• [REDACTED] 2018-07-10T16:33:57.505Z

ooh... what was the answer?

• [REDACTED] 2018-07-10T16:35:54.965Z

1) Fix AdSpam (done) 2) Major improvement in Apps - reengagement becomes a success and/or we eclipse FB - with clear value add from him personally 2a) At the same time build robust cred in my team, so that an upscope will be generally supported in ~a year. 3) Deliver one more thing in the range of impact of (1) to (2)

• [REDACTED] 2018-07-10T16:35:59.493Z

So, a shitload.

• [REDACTED] 2018-07-10T16:36:28.666Z

What did he think it should be?

• [REDACTED] 2018-07-10T16:37:09.268Z

He probably expected what [REDACTED] told him in the first place. "Do what you are assigned for 2 years, you'll get VP". That was 20 months ago for those keeping score at home.

• [REDACTED] 2018-07-10T16:38:17.382Z

Huh, I guess those can sound the same if you're [REDACTED]

• [REDACTED] 2018-07-10T16:38:36.197Z

I told [REDACTED] that was not realistic for various reasons, so he quoted me out of context to [REDACTED] so I am now the person blocking him. Thanks [REDACTED]

• [REDACTED] 2018-07-10T16:39:27.741Z

Huh

• [REDACTED] 2018-07-10T16:39:41.721Z

message was that his promised may not have been realistic because you think I am bad at quality."

• [REDACTED] 2018-07-10T16:39:57.696Z

Hmm

• [REDACTED] 2018-07-10T16:40:05.342Z

That can go two ways...

• [REDACTED] 2018-07-10T16:40:19.859Z

do you think my assessment on quality is off?"

• [REDACTED] 2018-07-10T16:40:25.377Z

(1) I learn to stop trying to be honest with [REDACTED]

• [REDACTED] 2018-07-10T16:41:16.117Z

I don't think he even needs to be good at quality. I did not want to discuss that. I think he needs a clear value add whatever it may be.

• [REDACTED] 2018-07-10T16:42:05.762Z

are good at quality, and I think he has learned to not get in their way any more.

• [REDACTED] 2018-07-10T16:43:16.963Z

Heh. [REDACTED] rephrased his Aparna comment for broad distribution.

• [REDACTED] 2018-07-10T16:44:13.821Z

:)

• [REDACTED] 2018-07-10T16:44:55.597Z

I'm currently learning how to manage within the law...

• [REDACTED] 2018-07-10T16:45:37.056Z

3 hrs later, I'm going to be one lawful son of a bitch!

• [REDACTED] 2018-07-10T17:01:32.372Z

It occurs to me that is also a class in "mistakes to look for in your management which you can use to fuel a potential lawsuit in the future".

• [REDACTED] 2018-07-10T17:04:19.075Z

sure, you can't avoid one for the other though...

- [REDACTED] 2018-07-10T17:04:34.415Z

and the # of managers in an org is log(people in org)

- [REDACTED] 2018-07-10T17:05:06.774Z

so... being able to use "we train everyone thissssss muchhhh, so it's the manager's fault... not Google's!" is a pretty good trade-off

- [REDACTED] 2018-07-10T17:05:17.970Z

(e.g. defending against non-manager cases mostly)

- [REDACTED] 2018-07-11T05:32:54.180Z

Wtf [REDACTED] is FAR from fixed

- [REDACTED] 2018-07-11T05:33:03.051Z

He does not get a Done for that

- [REDACTED] 2018-07-11T05:33:06.525Z

No sireee bob

- [REDACTED] 2018-07-11T05:34:44.074Z

Apama's unhinged now... :)

- [REDACTED] 2018-07-11T05:36:37.054Z

Also no [REDACTED] may not be a slouch but holy shit he is unreliable

- [REDACTED] 2018-07-11T05:37:08.405Z

I think bahman needs to do [REDACTED] strategery job for a year before handing off

- [REDACTED] 2018-07-11T13:19:07.650Z

Wow! Missed a lot thanks to travel yesterday.

- [REDACTED] 2018-07-11T13:20:54.388Z

With Aparna on [REDACTED] not really being the right person for some part of [REDACTED] job. He is a very strong engineer but his big challenge is scaling (he needs to be in everything) and a little bit of over building. So not sure he can do that job. So [REDACTED] no scotch sipping for you sir. Flavored water is the best we can offer

- [REDACTED] 2018-07-11T14:57:11.624Z

Still need everyone's take on my "why Robotics is hard" doc... it's 4 pages, mostly pictures... would love each of your reactions/thoughts if we end up sending it out broader than within the team...

• [REDACTED] 2018-07-11T17:28:11.793Z

• [REDACTED] 2018-07-11T17:28:29.861Z

i didn't say it

• [REDACTED] 2018-07-11T17:28:43.045Z

Where did he get it?

• [REDACTED] 2018-07-11T17:28:56.604Z

I would think [REDACTED]

• [REDACTED] 2018-07-11T17:28:59.643Z

pure eng effort likely 3

• [REDACTED] 2018-07-11T17:29:03.448Z

i dont know

• [REDACTED] 2018-07-11T17:29:05.661Z

where he got it

• [REDACTED] 2018-07-11T17:29:24.632Z

there are lots of [REDACTED]

• [REDACTED] 2018-07-11T17:29:32.406Z

esp [REDACTED]

• [REDACTED] 2018-07-11T17:51:16.664Z

You may be underestimating the work we do to pretend we're second pricing... :)

• [REDACTED] 2018-07-11T17:51:59.387Z

Bernanke, RPO, tcpa, forecasting, pacing, etc... all depend on the 2nd pricing assumption

• [REDACTED] 2018-07-11T17:59:15.622Z

I may be underestimating the work out with be to *not* do all that crap

- [REDACTED] 2018-07-11T17:59:42.248Z

I was talking about sellside

- [REDACTED] 2018-07-11T17:59:55.924Z

[REDACTED] my bet is your team says 2 quarters min

- [REDACTED] 2018-07-11T18:00:25.857Z

Nope :)

- [REDACTED] 2018-07-11T18:00:32.455Z

I'll slave drive

- [REDACTED] 2018-07-11T18:19:17.149Z

i say we make this a challenge for [REDACTED]

- [REDACTED] 2018-07-11T18:19:29.340Z

he delivers and we say "good job", he doesnt and we take some HC away

- [REDACTED] 2018-07-11T18:19:36.969Z

[REDACTED] you up for that trade off?

- [REDACTED] 2018-07-11T19:45:32.855Z

OMG WTF IS thIS MeetiNG

- [REDACTED] 2018-07-11T19:45:38.635Z

we literally talked about process

- [REDACTED] 2018-07-11T19:45:44.387Z

process as a proxy

- [REDACTED] 2018-07-11T19:45:46.550Z

lordy

- [REDACTED] 2018-07-11T19:53:34.817Z

Resist Proxies As companies get larger and more complex, there's a tendency to manage to proxies. This comes in many shapes and sizes, and it's dangerous, subtle, and very Day 2. A common example is process as proxy. Good process serves you so you can serve customers. But if you're not watchful, the process can become the thing. This can happen very easily in large organizations. The process becomes the proxy for the result you want. You stop looking at outcomes and just make sure you're doing the process right. Gulp. It's not that rare to

hear a junior leader defend a bad outcome with something like, "Well, we followed the process." A more experienced leader will use it as an opportunity to investigate and improve the process. The process is not the thing. It's always worth asking, do we own the process or does the process own us? In a Day 2 company, you might find it's the second.

- [REDACTED] 2018-07-11T20:01:41.929Z

+100 A!!

- [REDACTED] 2018-07-11T20:07:22.256Z

My philosophy is always to wait until process breaks from increased scale, and then add enough to *barely* unbreak it.

- [REDACTED] 2018-07-11T20:08:12.107Z

For all the imperfections, I am pretty happy *overall* with quality launch decision process, and that has always been borderline able to handle the load on any given year.

- [REDACTED] 2018-07-11T20:50:22.976Z

I meant the staff meeting

- [REDACTED] 2018-07-11T20:50:31.032Z

And it s content

- [REDACTED] 2018-07-11T21:04:09.190Z

i actually liked the new proposed meeting format 😊

- [REDACTED] 2018-07-11T21:04:20.939Z

i did not understand the strategy planning process fully though

- [REDACTED] 2018-07-11T21:04:50.888Z

too many steps - too many folks signing off on things etc. - so have to figure out if that is useful

- [REDACTED] 2018-07-11T21:49:11.300Z

I try to add process wherever I can. It makes me feel important and professional.